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JANUARY 1944

1/1/44 SATURDAY:

A nice bright day - drove to the office about 8:30. Had the outline for the Foreman Training Program typed up & sent over to Bill Lewis this morning. Tried to see him but he was tied up all morning. Came home for lunch about 12:30. Returned to the office - about 2:00 Bill Lewis & Jimmy Johnston stopped in the office - showed them the outline for the Foreman's Training Program & they gave it their approval. Bill said there would be 16 men & 1 woman in the group to start Monday at 1:00 o'clock. - I forgot - this morning about 11:00 Bruce Buckler & Ken Spaces showed us their first movie - "Payroll Procedure". It was a good job. Drove home about 3:15. Ray & Myriam Jarvis stopped over with little Ann for a call. Had some fun with the train out fit. After supper I helped Barbara with some of the toys she got at Christmas - assembled some train equipment from cardboard cut outs I had given her. Also wired some more equipment on the train platform. Did some reading this evening - I find it difficult to keep these notes brief - I feel they are all too long, but everything seems important at the time I write them. I resolve to be brief! To-bed 10:45.

1/2/44 SUNDAY:

A dull rainy day but no rain. Up at 8:45. Drove over & called on the Jarvis' this morning at 11:00. Home about 12:15. Had a short nap after dinner. At 4:20 drove over to ~~the~~. Aldens & got Edna, stopped back to Clemmons. Mary left Babs & Mary Lou. Clem & Lonie rode on up to Kirks for their tea. It was a very nice party - met some of the Triple City 400. Took Edna home about 5:30 - we all stopped in a few minutes. When we got back to Clems they asked us to stay for some waffles so we had supper with them. Babs & Mary Lou had already had their supper. Came home about 7:45. I spent the evening here in my study doing some work for the Office. Had a snack to eat with Mary about 10:45. To-bed 12:00.

1/3/44 MONDAY:

A dull day - quite warm. Up at 7:15 - drove down to the Office about 8:15. Had a very busy morning getting everything lined up for the new Foreman Training Program to start at 1:00. Went over to the plants - saw Pete Fox, Dick Frederick Jr., Frank Ayers & Cliff Burris

about helping with the instruction of the new foremen. Called John Lenhart this A.M. & found he was progressing nicely with a set-up to start Factory School classes at Rochester - plan to start Feb. 4th. Had lunch at Cafeteria with Ray & Mac. Kirk, Johnston, Lewis, McElwain, Kintner & Lenox were all over to open the Foreman Training Session at 1:00 in room 203. Kirk, Johnston & Lewis all gave talks - the thing sure got off to a big start. Charlie talked for about an hour. Had picture taken & stenotypist cover entire session. Recess at 2:20 after introductory talks - then I spoke briefly on the Foreman's Manual & had Mac pass them out to the group. Mac took over & carried on the afternoon session. I called Frank Ayer & had him stop over to assist also Pete Fox with a part of the session. Dwayne got back from California to-day, came in to the Office this afternoon. I saw him for a few minutes - he was much interested in the foreman training program & also in a report on the conference at Syracuse last week. Came home about 6:15 - this evening - worked here in my study. Bert Kintner called & suggested I have Lenabee &

Randall put on a demonstration of an employee asking for a raise & also a case of a foreman giving an employee an increase, before the new foreman. I like the idea & expect to follow them on it. To-bed 11:00.

1/4/44 TUESDAY:

Clear & quite warm to-day. No snow at all - it don't look much like winter. Up at 7:20 - Drove down to the Office about 8:20. Babs rode down to Eastwell to school with me. Had a very busy morning - Mrs. R. was out sick with a cold so I had Valla help me as secretary to-day. Bruce Bushler stopped in this morning to report that he was having some trouble with Earl Kaufman on the illustrations he wanted prepared. Earl can't make up his mind as to what he wants. Had lunch at cafeteria with Ray & Mac. Saw Ben Moser having lunch with Dwayne. Ben stopped back to the Office for a few minutes after lunch. Ray & I discussed courses with him for our second term. Bert Kintner came in for our second session of the Foreman Training Program from 1:00 to 5:00 this afternoon. I sat in on the session from time to time. Mac received T. I. T.

J.R.T & J.M.T. with the group. Had Ken Grover put on a demonstration of J.M.T. Lewis was over & gave the group a talk about 4:30. Bert Kintner also talked about a half hour. I had quite a session with Dwayne this afternoon & covered a number of subjects. Dwayne's father died last night in California – he was notified this afternoon. Ray & I spent some time with Dwayne on the Spring Factory School Bulletin. Much discussion on names to be included in the executive list. Stan Evans stopped in for a few minutes about 5:30. Mary called from Lavier's & said she was locked out of the house at home. I got a ride home with Mac Almon at 6:00. Johnny Grover came along & helped me get into the house. We took off a storm window & came in thru the sun parlor. Johnny had a model steam engine he had built – very proud of it. Drove back to the Office about 7:20. Ray & I interviewed a couple of girls for the job Duke had to-day. Haven't decided on either one however. Went over to Lewis' office about 7:45 – discussed the Foreman training with Bill & Bert – they seemed quite satisfied with it. Bill turned down Bert's

idea of a demonstration or giving an increase. Had a nice chat with Peck in the office, believe he might be a candidate for the job at Poughkeepsie. Sat in on Toby Crawford class for awhile – he did a fairly good job. Came home about 9:45. Read prayers To-bed 11:00

1/5/44 WEDNESDAY:

Dull & quite warm to-day. Up at 7:00 drove to office at 8:00. Called Dave Sanford this morning at Poughkeepsie – was pleased to learn he had gotten a months extension on his deferment so he will be with us for one more month. Spent most of the morning getting lined up for the Foreman Training Session this afternoon. Mr. R. was back to-day so I got caught up on my correspondence. Had lunch at the cafeteria with Bruce Buckler. Bruce tells me he will be out of town next week on Friday & wants me to give the talk to Ben Mosser social group (Triple S Club) at the church. Thats two talks I must give next week – one on Monday night at Yorktown for Harlan Campbell & then this one on Friday. The Foreman session went along fairly well

this afternoon in spite of several interruptions - I had a picture taken of the group at 1:00. Then started in with Borden Blackwell going over the personnel procedures. Bill Lewis stopped in about 1:45 & made an change the set-up slightly so that even those sitting in on the session could be included in the circle. It was a good idea - for sitting on the side lines made it look as though they were just judges. Was sorry after I hadn't thought of it for Bill made quite a point of it. Sam Lenox sat in on the whole session. Mrs. White covered Medical Procedures. Bill talked for one hour which threw my whole schedule for a loop. I covered inducting the new employee & gave them a brief presentation of the induction talk. Had to hurry too much with it. Ray Jarvis covered Factory School & Charlie Bradshaw suggestions. Bert Fentress came in about 4:00 - he gave a 10 to 15 min talk at the end - the meeting ended about 5:20. Went back to the Office - called Paul Pfanderi - about Ind. Org. class - Paul was home sick - Bill Lewis was supposed to lecture to - instead. Went over to see Bill but he wasn't prepared so I had to have Ray cancel the

the day. Worth Dettrick called & asked me to be chairman of the Special Events Committee for the fourth coming Fourth War Loan Drive. We talked for about 20 min. & Worth tried to sell me on the idea & I tried to sell him on the idea that I didn't have time to do the job. We left it that we would talk again to-morrow & then decide definitely — the more I think about it the more I believe I shouldn't do it what with the Executive Training Manual to be prepared for the Jr. Chamber of Commerce. At 6:30 I drove over to the American Legion to attend the Post War Planning Dinner. Sat with Clem, Russel Wright & Wm. York Welch. Had a very good dinner & a very good speaking program. Dwayne gave a summary of the afternoon conference session in his usual masterful style. Ben Moore was toastmaster & a very good one. It was raining at 10:00 when I left — drove over to the office to finish up some work. Home about 10:30. Margie Brandt had called about some recording — called her back — she has a radio program now. Two films came back to-day — the color movie of Christmas which was very

good – The color slides however are not good at all – over exposed & light struck along the edges. It looks like the shroud attachment is allowing a light leak in the camera. Mary & I took a look at the film before retiring.
To-bed 11:30

1/6/44 THURSDAY:

The rain last night turned to snow & this morning there was about 3" of snow – much of it was still hanging on trees – it sure looked pretty. Up at 7:00 – to work at 8:10. Had a busy morning getting lined up for the foremens training session this afternoon. Had Miss Irvine & Herbie Swan stop over at 10:15 to go over their demonstration & an interview with Mac Alwan & I. About 10:30 Stan Evans & Mr Clay of the State Education Dept. stopped in. I had them sit in on the practice session & the interview with us. Mr Clay gave us some good suggestions & said he thought it looked like a good demonstration. Took Stan & Mr. to lunch at the cafeteria. Ray joined us for lunch. Stan

& Mrs left right after lunch. I had Dick Frederick Jr. go over the Plant Protection set-up first thing this afternoon in the foreman session. Dick also put on a demonstration of Fire Extinguishers. Mr Alston had a meeting in his office this afternoon with Van, Clem Edith & myself. It was a long session from about 2:00 to 5:00. We spent most of the time discussing the matter of selecting a person to fill Bob Edwards place when he leaves about the 20th. of this month. Had Borden Blackwell step over to help us in this matter - even suggested that Borden take the position & he seemed somewhat interested. I had Bill Lewis come over for the demonstration of an interview at the foreman session. Saw Bill after the session & he said it was a good demonstration. I was sorry I had to miss it. Cliff Bevis put on a session on safety this afternoon for the new foremen. I had Mrs Hill take care of the session in my absence. Called Worth Dietrick & told him I couldn't accept the chairmanship of the committee for the 4th War Loan Drive. Drove home at 6:30. After dinner I

showed Babe & Mary Lou the color movies of their Christmas, also some older movies of them as babies - they enjoyed them so much. Read the paper - did some work in my study & to bed 10:45.

1/7/44 FRIDAY:

Clear & colder to-day. Up at 7:15 & Mary drove me down to the Office at 8:30. Stopped & got gas in the car. Had a chat with Ken Grace - showed him the hazy color slides I had just gotten back & the letter from Eastman indicating it must have been out dated film. Ken decided they had best not use any more of the TYPE A Kodachrome Film they have that is out dated, for 1944 work. He decided to divide it up among those who take pictures - gave me about 5 films - I never have had so much color film at one time. At 11:00 this morning Mr. Acton called us together for another session in his Office - that is, Van, Clem, Edith & myself. I brought up the subject of an Office for Ray - Dwayne suggested making two Offices in Room 102 - one for me & one for Ray. That would no doubt be better than the set up I now have but somehow I

just don't like it. The meeting with Arton lasted until nearly 1:00 & then I had to get the Foreman training session started. After they got under way - Cliff Burris started the session by continuing from where he stopped Yesterday or Saturday - I went over to the Cafeteria with Miss. Dimmitt for lunch. I was expecting Charlie Kirk in to talk to the group early this afternoon but I learned he & Bill Lewis were up at the Homestead to a luncheon for Steve Harris who is going into the Army soon. I kept in touch with Kirk's office all afternoon - Burris finished about 1:45 & then Frank Dunn covered time keeping with the group. About 4:30 I had Wally Lawton over on Payroll Deductions & then Dr. Covert on Purchasing. Kirk, Lewis & Harris came in about 4:50 - I had a picture taken of the group - we all sat around a large circle - Kirk joined the circle too. Charlie started off by asking the various fellows what they thought of the training they had received this week. I guess Mac & I both had our fingers crossed at that point. The comments were all very favorable. I suggested they each write their reactions to the course & offer any suggestions for its improvement. Kirk liked that idea. Charlie asked questions & talked for nearly two

hours. The session lasted until 6:45 – it was decided we would have a couple more sessions in about a week. Charlie stressed job methods & of course as usual never mentioned I.M.T. so after the session I told him most of the group had been given 10 hrs. of Job Methods training & also we had reviewed it with them in the session this week. I got a ride home with Mac. brought the large #4 reflector home & after dinner I set-up the equipment & took a whole film of color slides. Used one of the out dated films so I took duplicates of just about everything. Also took some close-up colored movies of the train. About 9:30 Mary & I took the Christmas Tree down – Bob what a mess – it was bone dry & practically all the needles fell off. The train platform looks good without the tree so we are going to leave it up for a couple of more weeks. To-bed 11:30.–

1/8/44 SATURDAY:

A cold day & partly cloudy. Up at 7:20 & down to the Office at 8:30. Had a note on my desk that Ray Jarvis had called in & was in bed with the flu. The girl we hired to replace Duke, Miss Clewer started working this morning. Don took

her over & showed her the different elements of the job. Had another preview of the movie on Payroll at 9:00 in room 202 – besides the members of our school staff Dwayne had Eddie Bray & Bill Higgins see it. There was quite a lot of discussion on it afterward & I think it falls way short of most of their expectations. However I think it is a darn good job under circumstances with which it was taken. Had a very busy morning & then about 10:30 Dwayne asked to have Mrs. Reardon or her secretary over sick so that held me up as for my correspondence. Mary called & wanted me to bring the meat home so it would be ready for this evening so I drove home for lunch about 1:00. Returned about 1:45 & finished up some work I had laid out. About 3:30 I drove down to the Union Garage had the lubricant changed in the transmission & new rubber grommets put in the joints of the gear shift mechanism. Did some shopping for Mary & home about 4:45. A little after 5:00 I drove down for Mrs. Whitmore she was here for dinner – This evening we had the Frank Sinclairs, the Earl Higgs & the Ed Keeler's to call. I had seen Alice Keely in the

meat locker this afternoon & asked she & Ed. We had a very nice evening. Frank & Florence are pretty much concerned about their little Dickie who is in the Hospital with some kind of blood disease. They don't know just what it is. The boys had a lot of fun with the train outfit. Ed fixed the one switch which didn't function just right. Frank & Ed were stumped as to how the whistle & whistle controler worked so we had to take it apart to see how it functioned. No mystery after all just some D.C. current ~~as~~ superimposed on an A.C. circuit. Showed some movies & also some slides. The Hayes had to leave about 10:45 — as Marabelle brother called & was home on furlough from the Navy. The rest of the folks left about 12:20. The Kreidys took Mrs. Whitemore home. To-bed 12:45.

1/9/44 SUNDAY:

A cold windy day & partly cloudy. Up at 8:30 — played with the kids most of the morning. About 11:00 Mary & I took Mary Lou & Babs out sleigh riding. Walked up to the golf course — Scotty went along. Got some movies & a few slides. It was too cold for the kids —

(about 15° above zero)
are ride & they are ready to come home. Dwayne called & asked me to drive him to the station. Had a swell steak for dinner & at 1:45 I went over to Akron. Took camera along & got some pictures of their home also of Larry & Dwayne. Edna, Larry & Nancy rode along over to Berg with Dwayne & I. Dwayne was off to attend a Conference of Jr. College Directors in Cincinatti. After dropping Dwayne at the Lacrosse Station we stopped at the Community Coffee Shop. Edna went in & got some Fruit Cakery. Then I drove on over to see Ray Jarvis who has been home with the flu. Ray was up in a chair but felt pretty weak. Stopped in Johnson City for the papers. Drove Edna, Larry & Nancy home & got back to our place about 3:15. Babe, Mary Lou, Marion Clemons & Robert DeVenti were sleigh riding back of the garage. I took some movies of them. Ray Cheney & his family arrived about 3:30 & a little later Charlie Cheney & his family. Ray helped me take some movies. Had a nice visit with the Cheneys. Robert DeVenti came in & he and Henry - Charlie's Boy had a big time with the electric Train. Showed the folks some movies & also a few slides. About 6:00 Mary & I drove down to the Bowlers

for dinner. Had a very lovely dinner & enjoyed the evening very much. Bunce & I stopped down to the school for a slide projector - we looked at some film & discussed the subject of my talk for Friday night at the church, "Adult Education for a To-morrow". However I was thinking more about the talk I am going to give To-morrow night in Ypsilanti. Came home about 10:30 - looked at the Sunday Paper & made a few notes for the talk To-morrow night. To-bed 11:30.

1/10/44 MONDAY:

Another cold day. Got up at 7:00 - hurried around & after breakfast took some movie of my pulling a tooth for Barbara that was loose. Put a string on it - but it didn't pull as easy as I had expected. Drove down to the Office about 8:10. Stopped down to the post office to mail the movie film & slide film I finished up this morning. Stopped by the school to leave the light reflector I borrowed & then took the car down to the Motor Garage to be turned up. Wayne drove me back. At 9:00 I attended a Customer School meeting, Bill Higgins, Clem & I did the talking. Then at 9:45 Van had a large

group of customer engineers starting & held a formal opening. Bill Higgin, Clem, Geo. Metz & I did the talking. At 11:00 Metz Barret & all Blake were over to preview the Federal Indicator Film. When I got back to the Office Floyd Simerson was there - took him to lunch in the cafeteria. After lunch sent him over to Personnel Dept. He is interested in getting a job especially in Teaching. Had the boy at the garage return my car about 1:00 - then drove him back. Homer Bookstaver stopped over about 1:15. Myer & I spent an hour or more with him going over the program for T.R.I. at the Washington Plant tomorrow. Had a very busy afternoon - spent as much time as possible preparing for my talk to-night but only got a few minutes. Mike Hayes stopped in about 3:00 for his lesson to-day in Practical Psychology. At about 3:00 I was called over to the Lab. for a demonstration of the Harvard Calculator in Labor Dept. They are having all the foremen & executives see it before it is moved to Harvard. Russell Morris was over to see me about 5:30 - was interested in getting our employees to attend their shop course in supervisory training. Left at 6:30 for Nichols. It was a cold night & I didn't know the road too well. But there

a little after 7:00. Harlan Campbell was there to introduce me to some of the men. It was a meeting of their Ro Ki Club which I learned is a combination of Rotary & Kiwanis. Had a very good roast pork dinner. I talked for about 40 min. on Industrial Training. The boys seemed to like it alright about half of the group came up to talk with me afterward. There were about 24 or 25 present. I sure enjoyed the whole affair. Got home a little after 10:00 - read the papers & to bed at 11:00.

1/11/44 TUESDAY:

A very cold morning 4° below zero. The carpenter came to put on the new storm door on the back of the house this morning while we were eating breakfast. Up at 7:20 drove down to the office about 8:20. Called Ray & suggested he meet John Wagner & I at North High. John & I drove over to Binghamton about 10:00 & met Jack Lillie at his office. Jack drove us over to North High. We met Mr. Weaver the principal & were taken on a complete tour of all of their shops. Mr. Lincoln & Mr. Daff the instructor of their Electrical shop gave us a complete picture of their technical electrical course. It sure is a complete

course - I wish I could have had it before going to college - it would have been a mind to be an honor student. Had lunch with Mr. Ron Johnson & Jack Lillie in the cafeteria at York High, also ate with Mr. Weaver. Returned to the office about 1:30. Went over to see Gorden Blackwell this afternoon about someone to replace Dave at Poughkeepsie. Was surprised to learn that Blackwell had never been over to see their equipment at York High. Told him about my speech at Syracuse & my idea on closer tie up between industry & vocational schools. Clem rode home with me at 5:20. Mac was out to-day with a bad cold or the flu. After dropping Clem I stopped down to see Mac for a few minutes. He was all wrapped up in a night robe with a bad sore throat. Bob cleaned up & at 6:45 Clem stopped by for Mary & I - drove up to the Homestead to the graduation for the class of 13 sailors who have been here for about 3 months. It was a nice party. Bob Austin & Geo. Metz were the main speakers. Clem presided in the absence of Van Gorden. Van was called home this afternoon - his boy was taken to the hospital to have his appendix taken out. Bob paid a nice tribute to our factory schools

in his talk. Clem brought us home about 10:00. Edna was with us. Did some work here in my office before retiring about 11:30.

1/12/44 WEDNESDAY:

A cold, partly cloudy day. Up at 7:15 - after breakfast I drove over to the IBM Farm, paid Mrs. Atkinson for the eggs Mary had gotten & got a dozen of eggs. Mrs. Atkinson showed me a letter she had gotten from Betty telling about letters she had gotten from Russ in the Arctic. Spent most of the morning going over the illustrations for Chapter III of Prec. Mgmt. II with Earl. Drove home for lunch at 12:00 - Mary drove me back - stopped down town for a hair cut. Mary stopped over to see Pauline & then came back about a half hour later to drive me down to the school. It was very cold & windy and with my new hair cut I was afraid I would catch cold. The Lowe arrived from Chicago this afternoon. Charlie was down to the plant but I didn't get to see him. Went over to see Bill Lewis this afternoon about the Induction Program for Foremen, he indicated it would be just as well to let the thing rest for awhile in as much as we will not be

doing any hiring for awhile. Got a ride home with Bud Austin about 5:30 - Clem came home with me too. About 6:20 I drove over to the Armory in Binghamton where we were to have our Rod Club meeting. I found I had forgotten the time & was an hour early. Lt. Wilson of the home guard showed me thru the bldg. It is very well equipped. Learned they wouldn't eat until after 8:00 so I left about 7:30 & drove back home - got a bite to eat & then drove down to the Chamber Office to attend the Special Events Committee Meeting of the Fourth War Loan Drive. Jim Dietrich is Chairman & we discussed many good projects to be carried out. Returned home about 10:15, found Mary asleep on the couch - she had called Lowe at the Homestead & arranged to go up to see she & Charlie. We drove up about 10:30. Had a nice chat with Lowie & Charlie - he had a session with Charlie Kirk & about 11:00 we brought the Lowe back to the home to see some movies. Charlie had 3 reels of his movies with him. They are very good - enjoyed seeing them. Showed some of mine. Charlie liked the train outfit very much - I believe he would be interested in buying it. Had a very nice

visit with the Lovis - drove them back to the homestead about 1:00. To-bed 1:20

1/13/44 THURSDAY:

Clear cold day - up at 8:45, Mary drove me down to the office about 10:00. Received a wire from Dwayne this morning advising me that I am to lecture at Yale & at Univ. of Connecticut on their ESMWT courses on Feb. 2nd. & 3rd. Went over to see Kirk this morning about sending a story on our Foreman Training Program to N.Y. for Business Machines. He gave it his O.K. Had lunch at the cafeteria with Ray Davis. About 1:00 Mary stopped in the office with Mary Lou. I took Mary Lou around, introduced her to the people in the office. Mary informed me that Smithy had some Prestone & wanted to know how much I wanted. I called him & reserved a gallon - that should take care of my needs this year & next. Mary & Mary Lou had lunch at Hotel Frederick with Helen Mead, Vivian Carmody & Judy Tayne. Received a call from Russ Morris asking permission to have 50 students visit our wood shop & plant. I checked with Bob Austin & Dick Frederick. We agreed

do it due to Air Corps restrictions. About 3:00 I borrowed Ray's car & drove over to the Moore Hall to see Harvey Wood about the Radio project for the Fourth War Loan Drive. Jim Dietrich has given me the job of following them on this project. Tried to get the slips on Leave of Absence this afternoon as usual. Reardon has asked to be off 3 days next week to see her husband. Talked with Miss Irwin - the policy is being changed. Only one leave allowed now & a week is the maximum. Charlie Love was at the school to-day. Saw him several times. Got a ride home with Clem about 5:45. After dinner I drove back to the Office. Had a nice chat with Bruce - he is to be here to-morrow night & I have asked him to take back the job of talking to the groups at church (Triple S Club). Worked awhile with Earl Kaufman on Pur. Mgmt. Bruce had his group working on it too. At 8:00 I attended the Acad. Organization class - Bro. Emmons talked on costs - gave a very clear & complete story as it applies to IBM. This should do some good right now what with the drive to reduce costs. Came home about 10:00 - listened to the radio awhile & turned in about 10:30. (Received a letter from Brother Ray to-day)

1/14/44 FRIDAY:

Clear & warmer to-day. Rode down to the Office with Clem this morning. We stopped over first & got Edna and Larry then stopped back to Clem's home, left Clem's car & I drove Orton's car on down town - took Edna & Larry over to Mr. Turners first before going to the Office. Mac Almon & I went over to the U.E. High School to see Russell Voris at 9:00 about his proposed training program - we couldn't help him much at this time. Russ doesn't keep his shops up in very good order. Returned to the Office about 10:15, went right over to see Bill Lewis - waited awhile but couldn't get to see him. Saw Bob Austin on my way back to the Office about 11:30. Bob showed me folder he had received announcing the forthcoming AMA Industrial Relations Conference to be held on Feb. 10 & 11 th in Chicago. Asked me about going & I said OK since I wanted to see Bruce Palmer sometime soon anyway. Had lunch at cafeteria with Ray & then stopped back to see Bill Lewis about 12:30. Had quite a time convincing Bill we shouldn't start another group of Foremen in training until I get Mac back from Washington. He wanted to start a week from this coming Monday.

Finally had Bill see we have man power shortage too. He also asked to have the first group together again & go over cost with them. Suggested I see Charlie Isbam - I stopped by & made the arrangements with Charlie & also Geo. Emmons to ass't. in the instruction on next Wed. Jimmy Johnston was in Bill's Office I mentioned to him again about Dave leaving, he suggested I call Bill Main which I did later this afternoon. Bill said they hadn't gotten anyone & it would be O.K. to consider someone from Endicott, I mentioned Peck. Went over to see Hamilton about Peck & found he was willing to have him leave if we thought he was the man for the job. About 3:00 Jim Dittrick stopped by & I rode over to the Moore Hall with him. We met with Harvey Wood & Jess Gorsuch on the matter of the Radio Program. Looks like we may have some trouble getting the necessary approvals to go ahead with the radio action I was home as Jim had planned. Returned to Office about 4:00. Dwayne was back again - I stopped in to see him for a few minutes. Said he wanted to get with me a little later on the talk at Yale & also at Minn. & Connecticut. Saw Charlie Love & said good-by, he & Louise

are leaving for Chicago this evening. Charlie had been talking with Austin & Bill, he told me it was all set for me to come to Chicago on the 19th of next month for the A.M.A. Conference. Mary stopped by the Office for me about 5:15, she had Edna & Lonnie with her - they had been over to Dr. Wilds's to a tea for Lonnie Love this afternoon. I drove the car in back of the school & Bruce helped me load up the equipment for the church party to-night. Drove the girls home - Edna first, then to Lonnie's, Babe & Mary Lou were there. Helped Mary some with supper. At 7:15 drove down town & got the Buchlers, drove over to the Church & got there too early. The party was to start at 8:00. Bruce & I went ahead with setting up the equipment. It was a nice party, about 30 people turned out. Bruce gave his usual good talk, & I introduced him & also helped with the projector. Mary & I were on the committee for the party so we helped with the serving of the cocoa & cake also washing & wiping the dishes. Got home about 11:30. Joyce had come over to stay with the children. Looked at the prayers for a few minutes & turned in about 12:00.

1/15/44 SATURDAY:

Partly cloudy & warmer to-day. Got up 7:15, drove down to the Office about 8:30. Took back the projection equipment we used last night. Dave Sanford called this morning to tell me Bibby had approved their offering Effective Speaking in their Factory School Program at Poughkeepsie. I was sure glad to hear that & gave Dave my approval. Paul Manieri & I stopped over to see Kirk about giving his talk on the 27th. to the Industrial Organization class. He said he would be here & would like to have the two groups together for this session. Charlie got started on Foreman Training & was very critical of our having the session on company time. He said there are too many things happening around the plant & the foreman isn't in his dept. Saw Bill Higgins about our meeting tomorrow afternoon. Saw Dwayne this morning, finally got his approval on the partition for Kaye's office in room #102. Also got some more information on the talks I am to give at Yale & Elmira Correctionitis. About 10:45 Jim Dittrich stopped by for me & I went over to Binghamton to WNBF with him. We had quite a session with Mr. Jess Gosnell

& Mrs. Hanselin, mgrs. of the station, on the Moore Project & a radio auction of War Bonds. Hanselin & Boranflo were both very discouraging in their reaction to it, however this did not quench Jim's & mine enthusiasm for it. Jim planned to see Harvey Wood again this P.M. Got back to the plant about 1:15. Had lunch at the cafeteria - ate with Jimmy Johnston & Bill Levi. Told Bill about Kirk's comment on Foremen Training & I noticed Bill started thinking along the line of holding the session after hours. I stayed at the Office until about 4:00 this afternoon & got caught up on some of the many things I have to do. Walked over to the plant about 3:30 to see Geo. Weston about the Shop Terms book. At 4:00 I stopped at the Locker, at Union Garage & then at Smiley's Garage. Got a gallon of Prestone which is very precious stuff to-day. Had John put a quart in the car & I plan to keep the rest for next year. Came home about 5:00, Robert Devenli was here. I fixed the whistle on the train so it would blow louder. Had a dull headache so after dinner I laid down for awhile. At 7:45 Mary & I drove down to Endicott, got the Buckleys at their church & drove over to Jarvis'. Had a very pleasant evening - played NAVY, something new for me. Got home about 12:15 - To-bed 12:30.

1/16/44 SUNDAY:

A beautiful bright day & warmer. Got up about 8:30. Worked here in my study all morning on the material for our Executive Training Manual. Took an hours nap after lunch from 2:00 to 3:00. About 3:30 drove down to the Office - stopped by & got Bill Higgins. Had a meeting in my office at 4:00 with Paul Manieri, Baird Cullen, Bill & myself on the Executive Training Manual for our U.S. Jr. Chamber of Commerce. I made Bill vice chairman of my committee. Had a very profitable session with the boys & made definite assignment to each one to prepare a section of the manual. I was much more encouraged about the whole project after the meeting. We broke up about 5:45. Called Mary & learned the Hoffmans had been over to call. Drove home about 6:00. After supper I packed my bag for the trip to Washington & did some work here in my study. Mary drove me over to Binghamton to the Erie Station about 8:45. Wife was there waiting for the train. We met Hugh Smith - he rode with me into Elmira. Homer Bookstaver & Eddie Bray were leaving for Washington on the same train. We all had to change to the Pennsylvania R.R. in Elmira.

Mac had a very bad cold & didn't feel well at all. The train was late out of Binghamton so we didn't have long to wait in Elmira. Mac & I each had uppers - turned in about 11:45. It was Mac's first experience in an upper berth & with his bad cold I felt a bit sorry for him. Eddie & Homer were on the same car.

1/17/44 MONDAY:

Porter didn't call but I was up about 7:30. Found the train was at least an hour late so we had plenty of time. Mac & I decided we would wait & shave at the Hotel. Had breakfast on the dinner before we got into Washington. Arrived about 8:45. Took a cab right out to the Statler where we are supposed to have reservations but couldn't get checked in right away as there were no rooms. Therefore Mac & I availed ourselves of the Statler Club on the 9th. Floor. It was in a lovely hotel - the club idea is OK too. We shaved & cleaned up a bit. I called Mrs. Kilpatrick at the plant & also Mr. MacCabe at the Sales Office. I tried to get Bob Bramell but he was out of the office. I finally had a Miss Patrick take care of my request to get an appointment with Pete

Cantone to-noon & also with Chas Dooley if possible. I made good use of the time - wrote a letter to Bruce Palmer. About 11:00 I called the desk again & was able to get a room at Wfar & I got checked in before leaving for the plant. Took a cab out to 1818 N.H. Ave NE about 11:20. Met Mrs. Kilpatrick & also Bill Shuey at the plant. I learned that Bill had just been brought in from Endicott to be Homer assistant. About 12:45 we went to lunch with Homer in their cafeteria. Oh yes! As soon as Wfar landed at the plant Mrs. Kilpatrick took her right in to see Miss Stewart the head nurse, to have her cold fixed up. Miss Stewart came over & told me I should insist that Wfar rest this afternoon. Therefore Wfar gave up the idea of going to the Bond Rally this afternoon. After lunch I dictated a letter to Wfar's secretary & also sent a wire. About 2:30 Homer, Bill, Wfar & I took a cab over to the Sales Office - stopped Wfar at the Statler on the way over. It was the first I had been in our Office at 1111 Connecticut Ave. It is a very lovely Office. Homer had to see Mr. Lafore. I saw Mr. McCabe & Miss Patrick - found they couldn't get an appointment for

me with Mr. Dooley, V.P. T.W.I. Saw Geo. Conyan who used to be in the Endicott Sales Office. Also met Mr. Lamont on my way out & gave him Mr. Aitoni best regards. About 3:30 I walked over to the Mayflower Hotel which is practically next door to our office. The Bond Rally was held in the Pleasion Room at the Mayflower. All of the people at the Office were there & also the foremen from the plant — a group of about 225. Mr. Lamont presided. Lt. Colonel T. J. Watson Jr. was there — I met him & said a few words before the meeting. It was quite an impressive program. They showed the movie "WAR DEPARTMENT REPORT" which I have heard so much about. It was a very good film. Also had short talks from three of the boys who are in service from IBM. Captain Tinley, Lt. Colonel Watson & Lt. Colonel . This was followed by a campaign to pledges from the group which was very effective. About 5:15 ~~After~~ Bill, Homer, Eddie & I walked over to the Statler to meet Mac. Cleaned up a bit & had dinner at the Statler Coffee Shop. Met Geo. Knauss, who used to be secretary of the Mfg. Assoc. at Poughkeepsie. After dinner we all took a cab out to the plant - got there about 7:00. The first T.R.T. Session was started at 7:30. There were 9 foremen — one

woman who is an acting foreman. Homer introduced me & I got a little history of J.R.T. Then he introduced Myer. We stayed for about 20 min. of the session & then Homer had a meeting in his office of Eddie Bray, Myer, Fitzpatrick, Bill Young & myself to go over the whole training situation. Most of the time was spent on discussing the possibility of Factory School at Plant #2. It looks like we are at last going to get some where on the program. Our session lasted until 9:30. I talked with some of the foreman after the J.R.T. session they all seemed very much enthused about it. The reaction was really very good & I was surprised to learn from Myer that it was the exact group he has had to handle as yet. It looks like we got off to a good start. Homer had the station wagon & we went back to the Hotel. They have a nice Packard Station Wagon. Bill & I stopped at the drug store for a soda. Myer turned in right away. I wrote these notes & then wrote a letter to Raymond answering his recent letter. Also wrote a card to Betty & to Mary. Turned in about 12:20.

1/18/44 TUESDAY:

A hazy day in Washington D.C. Myer & I came near oversleeping & would have if

Bill Truxy hadn't called about 8:10. I hadn't left a call thinking Mrs. would be up bright & early as usual. We hurried around - met Bill in the lobby about 8:40. Had bkf. in the Coffee Shop & then took a cab to the plant. We made it by 9:30 & had a few minutes to spare. Started the second group in T.R.T. at 9:30 - had a picture taken of the group. Homer introduced the session & I spoke briefly on the history & development of T.R.T. After the session started I had a chat with Mrs. K. on the matter of selecting someone to act as a training director. She had recommended a Miss Hunt who works in their personnel dept. & a Mr. Frank Landini who works on their second shift & who she had asked to come in at 10:30. I interviewed both of them but was not much impressed. I contacted Mr. Arnsberg at our sales office this morning & was able to make arrangements to have lunch with Mr. Walter Dietz. Left the plant about 12:00 & had the station wagon drive me over to the Hotel - I got a little out of my bag & then the driver took me over to 1778 Penn. Ave. to the War Manpower Commission Bldg. I was surprised to see Jim Kohlerman there. They were having a

meeting of all the district representatives throughout the country. Jim introduced me to Mr. Dooley & I recalled having seen him at Silver Bay. Had a short chat with him. Went to lunch with Mr. Dielz & discussed the matter of including J.I.T. - J.M.T. & J.R.T. in the Jaycee Executive Training Manual. He liked the idea & gave me some good suggestions. Also discussed the matter of servicing our Wash. Plant on J.M.T. & J.I.T. Found the local area is serviced from Baltimore. Went back to Mr. Dielz's Office after lunch & met Mr. Carlson who is head of the Chicago T.W.I. Office. Mr. Dielz gave me some material on T.W.I. Took a cab out to the Pentagon Bldg about 2:00. Went thru their process of being ushered into the confines of the bldg. It only took about 10 minutes - not near as bad as I had expected. Had a nice visit with Pete Cantone - now Capt. Cantone. He showed me their training set-up & also took me on a personally conducted tour of part of the Pentagon Bldg. Took a bus back over to Washington about 4:15 & a cab over to the Statler. Was late in the room when I got there. His third session of J.R.T. from 1:00 to 3:00 went over as well as the other two. Called Mrs. K. at the plant. Had dinner with

I was in the coffee shop about 5:30. Checked out about 6:15 & took a cab to the Station. Got the 7:00 o'clock train for Philadelphia. Had a chair in the parlor car so I wrote some notes & did some work on the way up to Philadelphia. That in I wrote while the train was stopped at stations - it jarred around too much while underway - especially at high speeds. Got into Philadelphia about 9:40 & took a cab right over to the Reading Station. Checked in on the train at 10:00 & then walked back to a drug store for a hot chocolate. Got back on the train about 10:30 & turned in about 11:00.

1/19/44 WEDNESDAY:

Porter called me at 6:15 - discovered Clyde Powell & E.T. had the lower across the isle from me. Dressed in a hurry & got off about 6:40. Clyde & I took the same cab - had a nice chat with him on Job Relation Training - They have their own approach at E.T. which sounds good. Got home about 7:00 the folks were just getting up. I took my time with breakfast & getting cleaned up. I guess Barbara took her time too for she missed her bus at 7:45. I took her down about 8:40 when I went to work. Partly cloudy

and warm to-day. Bibby called the first thing this morning & said Kirk had been there the day before and wants us to start a training program for their new foremen along the same lines we have here at Endicott. Want it started right away. Said I would be down Friday. Dave asked me to bring Mary with me & spend the weekend, which I thought was darn nice. Mr. Stinson, Labor Relation Director for the Libby Owen Ford Glass Co. arrived about 9:15 to visit our Educational Dept. Spent most of the morning with him. Had to cancel the Foreman Training Session I had planned at 1:00 to-day, the men hadn't been notified. Had lunch at cafeteria with Mr. Stinson & Ken Sprad. After lunch I drove Mr. Stinson over to Vestal to get the 1:30 train for N.Y.C. I was surprised to learn he was interested in the [illegible] in my car & more surprised to learn he makes them as a hobby. Stopped at Post Office on the way back to investigate procedure on following up on hearing a film which I didn't get back from Eastman. Eastman Kodak Co. reports it was mailed to me on Dec. 8th. I called Dave this afternoon & got him started on setting the stage for the foreman session next week. Had a very busy afternoon. Mrs. R. is away this week so I used Valla as my secretary.

Bot my new gas engine book to-day - first C2 Book. Each ticket is now worth 5 gals. Just after lunch Bob Austin brought over a couple I guest he had - a Mr. Herbert & Mrs. Denniston who are interested in job evaluation & our IBM Machine Operation. Had an interesting session with them. About 6:15 I drove over to the Hotel - Earl Bleyl rode with me to attend the Lion Meeting. Paul Manieri was there as a guest. The program which was a lecture or talk by a couple I men from Sampson Naval Training Station didn't materialize. We had a Bond Sale Drive. Earl & I returned to the Office about 7:45. I went over to see Bert Gintner about the Foreman Training Program. He suggested I have the session at 4:00 to-morrow instead of 1:00. He always thinks of the convenience of the night shift men which is right. Bert was very critical of our training program & of the way Kirk has been driving the foremen. Ralph Lafourette stopped in & the three of us had quite a session on the whole situation of Plant Morale. It sure is bad among the foremen & Kirk is largely responsible for it. I was surprised to hear Bert tell of his personal reaction to Kirk's tactics. They sure substantiated my own feelings on this subject.

Ralph also agreed & was of the same opinion with regard to Bud Austin. Came home about 9:30. Showed the movie film which came back to-day, close-up of train & pulling Barbara's tooth. It sure was cute. Read the prayers. Mary was lamenting the fact that there were so many bills.
To-bed 11:15.

1/20/44 THURSDAY:

A dull raining day. Got up about 7:15, drove down to the office about 8:15. Mary took the car & picked up the cleaning ~~[illegible]~~ woman. Had a terribly busy day. Spent most of the morning getting caught up on my correspondence & reports. Received a call from John Lenhart at Rochester - he is hopeful of starting a Factory School classes next month. Mr. Campbell is taking the white matter up with Mr. Watson in New York to-day. Had lunch at the cafeteria with Charlie Brozek this noon. Valla Brenner helped me again to-day while Mrs. R is away. About 1:30 Stan Evans & Mac-day of the State Education Dept. stopped in. I spent most of the afternoon with them discussing foreman training. Acton was out of town so we used his office. At 4:00 I had them sit in on the Industrial Organization Class - Bud

Austin lectured on Human Relations. We also had the group of 21 new firemen to get their at 4:00. Charlie Nelson & Bro. Emmons covered the subject of cuts. I called Bill Lewis & he came over with John Saxton to sit in on the session. It was a fairly good session & lasted until 5:45. I stayed at the Office & had a sandwich with Ray about 6:00. At 6:45 Ray, Bruce, Ken & I judged the prints that Foley Crawford had from his photographic class. Did some work & got a ride home with Ray about 8:45. Read Life & the paper. Mary & I did some packing this evening - getting ready to leave for Poughkeepsie.

1/21/44 FRIDAY:

A warm cloudy day - got up at 6:30 & hurried around to get off for Poughkeepsie - helped Mary make the beds & get breakfast. About 8:20 I drove down to Smiley's Garage, got gas & stopped around to the Office - I had forgotten to get an advance which I needed for the trip. Got back home about 8:45, Mary & the girls were about ready to leave. Dwayne & Edna happened by just as we were leaving so I had a chance to say a few

words. Dewayne said we would have to put the pressure on Precision Measurement Volume II. Told him about my visit to Poughkeepsie. We were on our way about 9:00 - Found the roads fairly good - a little ice thru the mountains. Poor little Mary Lou was car sick all the way down - it was good Mary had the large dagger pail in the car - it came in handy. She was taking it down home for Eleanor. We stopped in Yonkers at Cy's Dinner for lunch about 12:30. Got in Poughkeepsie about 1:45. Stopped at the Nelson House & checked in. Mary called Virginia Bibby & found she was going out to a tea - also that Dave was home sick with a cold. She called Davie Sanford but she wasn't home. I called Dave & planned to meet him at the office. Called Davie at her Mother's & learned she was on her way home so we stopped out to call. As we were leaving the hotel I met Bill Main & Jimmy Johnston. Approached Bill on the matter of a man to replace Sanford - he suggested either Phil Feick or Lee Rutbell. Said I could talk with either of them. After a short visit with Davie - we drove on down to the plant. Mary left me at the iron gate & she left for Mother V's with the children & Schultz. Dave & I spent the after -

noon discussing the foremen training program. I had wanted to see Helen Dunn, but learned she had left for Endicott. Dave had a drawing class he was conducting so he had to spend part of his time in the class room. I called Phil Feick & about 5:40 Dave drove me up to the upper plant to see him. I approached Phil on the matter of taking over the job of training after Dave leave. He didn't seem much interested - said he didn't like teaching & could never be a teacher. I asked him to think the whole thing over & I would talk with him again to-morrow. Rode home with Dave at 6:00. Davie had a swell dinner for us. Spend a pleasant evening talking with Dave & Davie. Dave is still hoping to get some kind of a commission in the Navy. Dave drove me back to the Hotel about 10:00. Started working on a report and worked right on thru to 12:30. To-bed 12:45

1/22/44 SATURDAY:

Got up at 7:15 - Dave met me in the lobby & we had breakfast in the Coffee Shop. Rode down to the plant with Dave at 8:30. Saw Phil Feick & discussed the matter of his

taking over Dave's job on training. His answer was that he would do it if management wanted him to, but didn't think he could do the best job of teaching. I saw Harry Klechka & Bill Main - discussed the situation with them - Bill advised me to talk with Lee Rutbell. Bibby came in about 10:00, met him in the plant & he called me in his office. Discussed the matter with him & he said I could have either Phil Feick or Lee Rutbell. Also discussed the Foreman Training Program & got some OK's from Dave. He was almost down & out with a cold. Told me he expected Mr. Watson in this morning. Had a long chat with Lee & outlined the job to him. He seemed somewhat interested but wants to think the whole thing over. Walked down to the lower plant about 11:00 & prepared a letter for Bibby covering the whole situation. About 12:00 Dave drove me up to the Hotel - I checked out & then he took me on down to the station. I got the 12:52 for New York - it was about 22 min. late & then we lost a lot of time going down - got in Grand Central at 3:15. Called Dixie Bus Depot & found I could get a bus at 4:00 out to Union. Took a cab over & had just time to call Honey before getting the bus. Honey met me at the intersection of Main

Ave. & Route 29 at just 5:00. She had Bobby with her & they arrived just as I got off the bus. It was a bright sunny afternoon. Had a nice visit with Honey & Ray. Ray got home from work about 6:00. The boys showed me their train outfit & Herbie gave me all the latest dope on Model Airplanes. He sure is nuts about airplanes. Called Mable & found she would be home this evening. Then called Mary & got Mother V. Arranged to have Mary meet me either at Ray's or at Jack's store if after 8:00. Honey & Ray had a party to go to at 8:00. They left about 8:20. Mary called from Jack's store & then came on over to Ray's. Was pleased & surprised to find Dad & Betty were with Mary. We spent the evening with Mable & Lee. Mr. & Mrs. La Rouette were there too. Harvey was home but Lorraine is away at school. Mary hadn't gotten gas & the car was nearly empty - Lee called the police station to find where we could get gas. Finally located a place out at Springfield, Lee & Harvey rode out there with me. Harvey showed me his many airplane models. Left for home about 10:30. After leaving Dad & Betty at home, Mary & I stopped at Anna's. Eleanor was there with her & about ready to leave for the Hospital. Anna was timing her pains. Drove

on up home about 12:00. Mary Lou & Bab heard us & got up. I was so glad to see them. Went to-bed 12:40.

1/23/44 SUNDAY:

A very dull rainy day. Got up about 9:15. I had a terrible night — I slept with Bab & she kept me awake by coughing all night. We were invited down to Betty's for dinner — went down about 11:40. Betty had a swell chicken dinner for us. Showed Wotten V the Christmas Movies this morning & showed them to Dad & Betty this afternoon. Went out with Dad after dinner while he did the feeding. Mary took the car & drove up to get the folks to go down & see Eleanor at Somerville Hospital. She still hadn't had her baby. I took some color slides of Dad. Called John Studer & he stopped down with his little girl (Patricia) this afternoon. I took some color pictures of Bab & Mary Lou also of John & Patricia. The wind had gotten up & it had cleared off some. I decided we should get off for Endicott this evening. Mary got back about 4:00. Drove back to Wotten V's about 4:45. Had a bite to eat — got packed up & off for Endicott about 6:00. Mary drove from Stroudsburg into

Scranton. The roads were slippery over the Pocono but not really bad. Also some ice up the trail so we couldn't make much time. Got in here about 10:20. Boy I was tired - had a headache & felt terrible. As soon as I got the car unloaded & refilled I turned in - about 11:30.

1/24/44 MONDAY:

Clear & not so cold to-day. Drove down to the office at 9:30. Slept a little late this morning. Barbara's cold was worse so Mary kept her home from school. Had a very busy day at the office. Dwayne was back but I didn't get a chance to see him all morning. Lunch at the cafeteria with Kaufman. They had a display of war equipment set-up & Bruce Bushler gave a pep talk over the P.A. System to encourage everyone to buy war bonds. Was called over to Kistler office about 3:00 with Dwayne. Charlie wanted to know why we had offered Art Appreciation. Miss Maninoble Smith had cornered him on the matter in K.T.C. We also discussed foremen training & Charlie wants all the foremen put thru the same program we had for the new foreman. At 4:30 we had our session on Human Relations for the group of new foremen. Kirk,

Johnston, Lewis, Austin & Acton were all there. The session lasted until 6:20 & Dick talked about 90% of the time. There were a few problems brought up by members of the group. Came home for dinner at 6:30. Babs cold was worse - she had a temp. of 102½. Mary called Dr. Welch. Went back to the office this evening. Had Johnny Morris stop over & I discussed T.R.T. with him. Mary called about 9:30 & asked me to get some things from the drug store. Came home about 10:00 - poor little Babs was in down & out - the doctor is giving her sulpha drugs to knock the cold out. Did some work in my study. Mary called Mother & found Eleanor had a little baby girl - born about 12:00 last night. To-bed 11:30.

1/25/44 TUESDAY:

A very dull rainy day. Got up about 7:15. Mary drove me down to the office about 8:30 - she stopped around to pick up the cleaning lady. Barbara was a little better to-day but still in bed. Had the usual busy morning. Taking care of the mail etc. Called Bill Lair & had lunch with he & Cy Hoffman at the Capitan about 1:00. We discussed

the Forest Training Program. Bill approved having two groups start next Monday. Spent most of the afternoon in Dalton Office - he had Clem, Van & I in to discuss with he & Austin the matter of replacing Bob Edwards. Bob is having his final physical to-morrow & we expect to lose him. Bud Austin has offered either a title Bill Reilly or Borden Blackwell, much to my surprise. We also discussed many other problems. Got a ride home with Dwayne & Clem at 5:30. After dinner I drove back to the garage, had the car greased & oil changed for the trip to Rochester to-morrow. Mary went to a shower at Vivian Cadwell's to-night with Bernie Hayes, for Fran & Jim Mayo's newly adopted baby girl. I stayed home with the children. Worked here on my study on the material for the Jr. C. of C. Essential Training Manual. Bob came better to-night but she still has a bad cough. Mary came home just at 12:00 - I had just turned in for the night. To bed 11:30

1/26/44 WEDNESDAY:

A dull rainy day - got up at 6:30. Ray stopped in about 7:30 & we left for Rochester. I stopped at the office to leave some work for Mrs. Reuben. It was foggy and also a bit icy for a ways on our way to Rochester so we couldn't make much time. Got in at the plant about 11:15. I called Miller at our sales office for Clem & then Dick Lienhart at B&L, finally contacted him & arranged to meet later at his plant. Went over the factory school situation with John - Ray & I had lunch with him in their cafeteria & then John showed us thru the plant. Ray had never been to our Rochester plant before. Met Ray Sheridan & had a nice chat with him. We had an appointment to see Mr. Campbell at 1:30. John had indicated Campbell hadn't given him the approval on going ahead with the program so it seemed my job was that of a sales talk on Factory Work to clench the deal. We found Mr. Campbell in a good mood & had a very satisfactory session with him. He gave John the OK to go ahead with the program. We all felt very much pleased with his reaction to it & I felt I had done a really good selling job.

saw Walter Yeles for a few minutes & told him about our progress in the Factory School Program. About 2:30 John drove Ray & I over to Branch & Lamb Co. with the T84 Station Wagon. I saw Dick & got the material he had prepared on Power for the Jaycee executive training forum. John drove Ray & I back to the plant & we left about 3:30 for Syracuse. It was a very rainy afternoon - did make good time - Got up to the Castle in Syracuse at 6:00. Larry had gone home - called him & arranged to meet at 7:30. Ray & I drove back down town, had dinner at Restaurant. Met Larry, Keith, the registar, & Mr. Jackman at 7:30 at the Administration Bldg. Had a chat with Larry on the present status of Pers. Mgt. Volume I. The boys loaded 100 copies of the new Edition in my car. Ray drove coming home from Syracuse, left about 9:00 - got home about 11:15. We are pleased to find Mary still up waiting for me.

1/27/44 THURSDAY:

Very warm & rainy to-day. Got up about 7:00 - Drove down to the Office about 8:00 - unloaded the books I brought from

Syracuse then stopped around for Mrs. Bennett Mary's cleaning woman & drove her up to the home. Spent most of the morning dictating, getting caught up on my correspondence. Called Bill Main this morning, found that Lee Russell was not interested in the training job at Poughkeepsie. I am sure disappointed to hear that. Bill said there was another fellow, Paul Denell who they were considering. I don't know how it is going to work out but it don't sound good. Called Bill Kerr this morning & find he is all lined up for 2 georges & frames to start next Monday in our training program. Had lunch in cafeteria & about 12:30 I drove home. Spent most of the afternoon here in my study working on my speech for Yale & Harv. & Conn. next week. There is just too much going on at the Office for me to concentrate on anything like a speech. I really accomplished something here at home, got a good start on it. Took Mrs. Bennett here at 4:00 & stopped around to the Office. They started Building the partition for Ray's Office to-day - I wish now it were mine. At 6:00 Bill Higgin & Paul Mannix met me in my Office - I drove them over to the steak home in Johnson City. We had

a swell steak & discussed the Executive training Manual project. Paul & Bill each had their section completed. It both very good & I feel much more encouraged about the whole thing. Drove the boys home & got back here about 9:00. Did some work on my speech & turned in about 11:30.

1/28/44 FRIDAY:

Another warm rainy day. Got up about 7:30 – drove down to the Office about 8:30. Was disappointed to learn that Dwayne wouldn't be in – I called him in N.Y.C. this morning & asked him about the charts I plan to use in my talk at Yale & Univ. of Conn. Also called Bill Lewis – Bill is all pepped up on Foreman training. He wants to start another dayshift group next week making 3 groups in all. Worked some with Bruce Buehler on the charts for my talk. Had lunch this noon in cafeteria with Van, Ray & a Mr. Rogers from Stromberg Carlson. Spent some time with Mr. Rogers going over our training programs. Drove home about 2:00 to work on my speech – I just can't concentrate with all the confusion at the school. Mary took the car & went down

town about 3:00. She backed off the concrete steps & got fast. I had to help her out - boy she certainly made a new 9 steps. The front has gone out & it sure is sloppy. Had supper about 6:00 & then about 6:30 I drove down to the Office to get some material. Worked on my talk again this evening & have it nearly finished. To bed 11:00.

1/29/44 SATORDAY:

Cleared off a bit to-day - got up at 6:30 - drove in to the office at 7:30. Dictated my talk to Mrs. R. Got Bruce & Cliff lined up to make the chart I want to use to illustrate the talk. Dwayne was back - I spent a few minutes with him & got his OK on the chart. Also showed Dwayne the new Factory School Bulletin, he liked it very much. We put a few pictures in it this time & it sure improved it a lot. It's the best looking one we have had thus far. Had a nice chat with Mac Almon - he had just returned from Washington Plant. The T.R.T. program which he conducted for their foremen went over with a bang. Mac had a very favorable report to make. They even gave him a banquet

on the last day. I got Mac lined up to take over the foremen training program. We had quite a discussion on the content of the course. Had lunch at the cafeteria with Van & Andy. Stayed at the Office this afternoon & went over Chapter IV of Prec. Mfgr. Vol. II with Earl Kaufman. Bruce had Joe & Cliff stay to work on my charts. Clem worked this afternoon too – he told me he had to be in N.Y.C. Tuesday noon for the same dinner that Dwayne wants me to attend. I arranged to have Clem go to Poughkeepsie with me Monday night. Called Mary & she didn't like the idea as she wants the car, but I can't take the charts on the train & now that Clem is going I feel it is more justified. Drove home about 5:45. Helped Mary with the dishes after supper & played with the children for awhile. Worked on my speech for awhile this evening. Turned in about 11:00.

1/30/44 SUNDAY:

A beautiful bright clear day but very windy. Got up about 8:45. Had a late breakfast. Helped Mary with the dishes and about 10:00 called Dwayne about getting to –

gether on my speech - planned to do it at 3:30 this afternoon. I worked some on it this morning. After dinner I took a nap. Dwayne called about 4:30 - I took Babs and Mary Lou with me and drove over to Akron. Dwayne gave me some help on my speech - seemed to think it was OK. I also showed Dwayne & Edna some slides I had taken of their home & family. Got back about 6:45. Mary has a bad cold & don't feel good at all. Took the antrex out after supper - used the syphon wagon for the first time & it worked OK; even better than having Mary help me carry them. Read the paper - packed my bag and brief case with saddle soap. Also got things lined up to go to Doylestown to-morrow. To-bed 10:30.

1/31/44 MONDAY:

Clear & bright this morning but started snowing this noon & was a very bad evening. Up at 7:15 - Babs went back to school after being home sick for a week. Drove down to the office at 8:15 - left the car at Smith's Garage to be washed. Had Mrs. R. cut the stencils for my talk at York & Penn. & Comm. to-day - 22 pages with 5 chart

Called Helen Dunn at Poughkeepsie & told her I would be down to-morrow morning. Then I drove over to see Bill Lewis about the new Foremen Training Program. There will be 3 night groups & 2 day groups - 2 groups started to-day - one from 2 to 4:00 this P.M. & one from 7 to 9:00 this evening. We called a meeting of the conf. leaders in the conf. room next to Bill's office at 10:30. I gave them a little talk & then Bill told them some of the philosophy of our training program. Gave them quite a pep talk. Had lunch with Ray & Bill Higgins in the cafeteria. At 1:00 I had Geo. Weston step over to go over some of the material on Shop Terms. Called Bruce in & got him lined up on the illustrations. At 2:00 we started a group of 20 foremen in the new Foremen Training Program. Fisk, Johnston, & Lewis were all there. Got off to a bang - Charlie talked for over an hour - rambled on & on. Len Turney sat in on the first part of the meeting. I outlined the program to the men & turned the meeting over to Charlie. The snow kept coming down this afternoon - a wet sticky snow - Clem & I became very undecided as to whether we should venture driving to Poughkeepsie. Had my car brought over at 4:00 & drove Smitty back to the garage. At 5:00 we had our last session of

the Industrial Organization Class. First was about 15 min. late in showing up. I listened in on part of the session. The girls had some trouble with me & the stencils - had to make one over. Drove home about 6:45 — boy it was a bad night! Couldn't get the car in the drive. After dinner I called Clem & we decided to go on the train if we could get reservation. Clem & got fixed up, so I went out & put the car in — had to drive on down the hill & come back around by Hoover Ave. Upgraded my baggage to lighten it up if possible. Spent the evening reading — Mary didn't feel good — her back hurt her. I rubbed it for her before she went to bed. Clem finally came about 11:30. Lannie was with him. Clem & Lannie got the drawing room & I was able to get a down. Got on the train about 12:00 — turned in right away. It was still snowing some & the wind blowing hard. I was sure glad I didn't drive to Poughkeepsie.

2/1/44 TUESDAY:

A nice clear day in N.Y.C. and not too cold. Porter called me at 6:30 - as usual didn't sleep much last night. Off the train at 7:10. Met Clem & Fannie in the Restaurant - we took the ferry right on over to N.Y.C. Then took a cab over to Roosevelt Hotel - I got off at the Grand Central & checked my chest and bag. Walked on over to the Roosevelt thru the underpass from Grand Central. Met Clem & Fannie and had breakfast in the dinning room. After breakfast I wrote a letter to Mary. Got a haircut & then wrote a letter to Raymond - "Brother Ray". Ran into Clem & Fannie again - walked up to 53rd St. with them & then on up to 57th & 590 Madison Ave. They were shopping for shoes for Marion. I stopped up to see Mike Inga. Met Mr. Nichol coming in 590 & had a few words with him. Had a nice chat with Mike - asked him about our course on Educational Psychology. He also brought up the question of preparing our lesson material in braile for the blind & starting an industrial library for the blind. It sounds very good. Stopped in to see Miss Cotter - had her call Peter Yancey in who is head of their educational program at 590.

I hadn't met him before - had a nice chat & got a good picture of their program. Clem stopped in Welch Office - we met Bro. Welty and at 12:10 left for the Salem Exhibit Club Dinner at the Roosevelt. Walked back down Madison Ave. I helped Mike - he sure gets around OK. Got there at just 12:30. I saw Sterling Madge & said hello before the dinner. Sterling talked on the T. W. I setup. It was a good talk but all stuff I had heard before. Douglas was at the dinner with us. I slipped out at 1:45 to catch the train at 2:00 for Poughkeepsie. Went out from the hotel so as not to cause any confusion. Got in to Poughkeepsie at 3:45 - took a cab up to the Nelson Home - checked in & then took the same cab down to the plant. Stopped at the upper gate for my suitcase & had the cab leave me at the lower gate. Got in there at 4:15. The first Foreman session of our new training program was under way having started at 3:00. I went into the meeting - Bibby & Mgr were there. Dave introduced me so I had to say a few words. Dave conducted the session and it went along very well. Dave & Bill both contributed much to it. Had a meeting in Dave's Office with Dave, Bill & Mgr Dunn

at 5:00, right after the forenoon session, to discuss replacing Dave. Called Dave in on it too and asked his opinion on considering Paul Duell. I told Dave & Bill what the qualifications were but we all agreed it may be impossible to find someone with all the qualifications. I agreed to interview Duell which I did in Helen Dunn's office. He seemed interested in the job but wanted to think it over. Rode up town with Dave - had dinner at the Nelson Home. Met Mr. Emery from Standard Gage there in the coffee shop & had dinner with him. Called Dave after dinner - met him in the lobby about 8:00 & went across the street to the movies. Saw Cary Grant in Destination Tokyo. It was a good picture. Had a chat with Dave after the show, he brought up the issue of how Edmonds would feel about bringing someone in over him who also had no shop experience. Paul has very little shop background. Rather difficult problem - this replacing Dave! Returned to the room - wrote these notes, took a bath & retired about 11:30. I have a room in the old part of the hotel - no shower.

2/2/44 WEDNESDAY:

Got up at 6:15, rushed around - checked out took a cab to the station & got the 7:00 o'clock train out of Poughkeepsie for N.Y.C. Only had to wait a few minutes. It was a slow train - got in Grand Central at 8:40. Had just time to get a reservation on the Mayflower, pick up my chair which I had checked & board the train. It left at 9:00 - had breakfast on the train. The Mayflower is a swell train - special to Boston - makes a stop in New Haven. Had a seat in the smoking car - looked over my talk again on the way up. (Left my overcoat on the train!) Got into New Haven 10:25. Took a cab to the Graduate Club. Called Mr. Bethel after checking in also Mr. Johnson at our office. It was a beautiful bright day in New Haven. Had my Leica with me so I took some pictures on the Yale Campus. Walked around to Mr. Bethel's office & helped the girl make a few corrections on the stencils. Left them with her to run copies for the meeting to-night. Walked back to the Club & met Mr. Bethel at 12:00 - had lunch with him & really got acquainted. He sure is a real fellow - introduced me to some of the faculty. After lunch met Watson Wilson who is the Coordinator of Industrial Training

for the University. Had a very interesting chat with him. Left the club about 2:00 - took a picture of Larry Bethel. Larry drove me around to the IBM Office. I was surprised to see Harold Hall at the Office. I thought he was at Boston - had a nice chat with him. Took a picture of the office. Found a couple of wires waiting for me - one from Mrs. R. advising me to meet Mr. Alton in N.Y.C. at W.H.Q. on Friday prepared to discuss Factory Training Program. I called Mrs. R. for more information - Alton was out of his office so I couldn't get much help, & I still didn't know what it was all about. Johnson the manager was out of the office so I didn't stay - walked back up to Mr. Bethel's Office with the Factory School Bulletin which I gave to our Office. Larry took me over to the Bldg. where I was to talk this evening. It is a beautiful place. Had me sit in on a couple of the group sessions. It gave me a good idea of the type of program being conducted. The whole group of about 70 - all men with the responsibility of training in their respective industries are broken down into groups of about 15 each on Wed. afternoon to break ove the

specific applications to their industry some of the things presented & discussed by the lecturer in the previous meeting. Walked back to the club about 4:~~45~~. Laid down & took a nap until 5:00. Then cleaned up a bit & at 5:30 I met Watson Wilson in the lobby & we discussed the subject of coordination of Industrial Training Programs with University Educational Programs. Had a very interesting session — Mr. Edwards one of the group leaders & in charge of training at the Southern New England Telephone Co. stopped in & joined us. He is interested in the same subject & is doing much the same thing we are at Endicott, or is moving in that direction. The other group leaders began to arrive about 6:00. Oh Yes! I met Mr. DuBois of the Norvil Mfg. Co. again this afternoon. I had met him at Silver Bay. He is one of the group leaders. Johnson came in about 6:30 & joined us. I remembered seeing him before at Endicott. After dinner we all (the group leaders) adjourned to the Stillman Civil Eng. Bldg. for the evening meeting. Johnson drove Larry & I over as I had the charts to transport. There was a group of about 65 at the meeting — I felt a little uneasy at first — but after I started discussing the charts

I hit my stride & it was fun from that point on. It was an hour lecture — from 7:30 to 8:30. Then a 10 min. recess followed by a discussion & question period. Boy! What a lot of questions those people could ask. It sure was a good healthy session. I was very much pleased with the way they reacted to my talk. It seemed to go over very well. Larry & the rest of the leaders seemed to be very much pleased with it. Some of the questions were a bit embarassing — for instance — one fellow asked, "What is going to happen when Mr. Watson dies?" It seemed hard for many of them to believe it was true that we offer so much to our employees in the way of educational opportunities. I got quite a kick out of the whole session. Johnson drove me back to the Club about 10:30. I called Mary on the phone & was pleased to know she felt better. Learned Mary Lou had a cold. Boy I sure felt tired! Giving these lectures sure takes a lot out of a person. Turned in about 11:30 very much pleased with the days activity. Larry seemed much pleased too & expressed his appreciation to IBM & me.

2/3/44 THURSDAY:

Dull & cloudy this morning - but cleared off & was a beautiful day in Hartford. Got up about 8:00. Had breakfast at the Graduates' Club (at Yale) walked over to Larry Bell's office about 9:00 - called Dean Ackerman at the University of Conn. & arranged to meet him at the Bond Hotel in Hartford at 12:30. Took a cab to the station & caught the 10:15 train out of New Haven for Hartford - got in about 11:20 & went directly to the hotel. It was good Rutherford had made reservation for the place was crowded. Wrote Dad a letter when I got settled. Dean Ackerman called about 12:15 - I met him in the lobby - a very congenial man, interested in you very whim & wish. He had a young man Sam (TEAL) with him, who is in their Business School at the Univ. - on the staff. He drove us over to the University Club - a very nice place - for lunch. Met a couple of other men of the University. After lunch Sam & Dean Ackerman or Larry as he preferred to be called drove me out to our IBM Office. They have a swell set-up here in Hartford. Rutherford came in shortly after I did - I had met him before at Endicott. Had a nice chat with

him - the Factory School Bulletins had arrived. Rutherford showed me the whole layout. Larry stopped back about 2:15 - drove me back to the Hotel to get my camera. He then drove me around town to take some pictures. Hartford sure is a beautiful town - the capital of Conn. & the home of American Insurance Companies. It sure was nice of Larry to accomodate me in this way. Also got a picture of Larry. He is Dean of the Law & Business schools at the Univ. of Conn. About 3:00 he dropped me off at the Law Bldg. where he has his office. It's a beautiful place - an old elegant home which is now used for classes & library of the Law School. Larry introduced me to the leaders of the conference groups who were having a session in his office. Then about 3:30 I sat in on a couple of the group session to get an idea of how the program was conducted. At 4:00 I returned to Larry's office - Sam showed me then the place. Dr. Jorgensen, President of the Univ. stopped in & Larry introduced me. About 4:45 Sam drove me back to the Hotel. I looked over my speech & cleaned up a bit. Called Rutherford & arranged to have him meet

Tried to write this on a moving train!

us at the Univ. Club for dinner. I had received a telegram this afternoon from Mrs. R. stating Mr. Stevens had called a meeting with Mr. Alton & I to-morrow at W.H.Q. to discuss starting Factory School classes at W.H.Q. Larry & Sam stopped by for me about 6:00 & drove me over to the University Club. Rutherford was there waiting for us. Mr. Teal also joined us for dinner. After dinner I rode out to the Connecticut Mutual Life Ins Bldg. with Rutherford where the meeting of the class was held. There were about 50 people present. I was introduced by Dean Ackerman - it was not a particularly good set-up for the talk but we made the best of it. The people were pretty well scattered over a large room. Talked from 7:30 to 8:30. Made good use of the charts. Recess at 8:30 & then a question period until 9:30. There were plenty of questions asked. The talk seemed to go over very well & Dean Ackerman was most appreciative of my efforts. I also introduced Rutherford & gave him a chance to tell about the training he is doing at the Hartford Office. He appreciated the opp. to meet & talk with the people from the local industries. Met Frank Fuller - Training Director of the Colts Co. after the meeting - he is coming down to Endicott to see me next Monday. Rutherford drove me back to the Hotel

about 10:15. Did some writing and turned in about 11:30. - A very enjoyable day.

2/4/44 FRIDAY:

A dull cloudy day - got up at 6:00 - hurried around & checked out of the Bond Hotel about 6:40. The Bellboy helped me carry my bag over to the station about 2 blocks away. I had left the charts I used for my lecture with Mort Rutherford to send back to Endicott. Got the 7:03 train (The BANKERS) out of Hartford for N.Y.C. Had bkf. on the train. It was a good train - got in Grand Central at 9:25. Checked my bag & took a cab to W.H.Q. Mr. Acton hadn't arrived as yet. I waited for him in the Library. He arrived about 10:00, had a nice chat on many problems. We used Mr. Zollinger's office - as he was out. Mr. Stevens stopped in about 10:20 & said he would be tied up most of the day & that Acton should go ahead with the meeting to discuss the training set-up at 5?0. Dwayne had told me that Nichol had been disturbed to learn that the employees at 590 were going to go to school. Dwayne called Mr. Hambley, Mr. Mc Chesney, Geo. Metz. Jean Cotten & Mr. Peterson of the Kingsley

to discuss the proposition of changing the educational activity over to the sponsorship of the Dept. of Educ. & have it on the same basis as the Factory School at Endicott. The group seemed to agree with the whole proposition. Had lunch at the cafeteria - took Mike Suya up with me. Ate with Mr. Pierson, Alton, & a group of the people at 590. Tried to call Poughkeepsie to let Mr. Dann know I would be up about 4:00 but couldn't get the call thru. Took a cab down to Grand Central at 1:40 & got the 2:00 o'clock train for Poughkeepsie. Got in about 4:00 & took a cab right to the plant. Was surprised to see Ray Chapman, from Toronto, coming out as I was going in the plant. Had a short chat with him. Had a session with Helen Dann & learned that Paul Dwell was interested in the job on training. Talked with Dann & decided the only thing we could do right now was to take Paul Dwell in temporarily to help Dave. Dann called Bill Main & I called Paul in & we took care of the matter. Dann told him just what the whole situation was & he seemed most anxious to have the opportunity. Had a nice talk with Paul & he seemed very enthusiastic about the position. Also talked with Walton & told him what the set-up was. He seemed to be quite satisfied with the whole

set-up & assured me of his best efforts in working with Paul. Dave drove me up town about 7:00. Took me down to Talbot's Restaurant. Had just time to get a sea-food dinner & then get the 7:46 train for N.Y.C. Had to eat my meal at the bar, the place was packed. Got into N.Y.C. about 9:40. Did some shopping for the kids & mother, then got my bag out of the check room & took a cab to 23rd. St. Met Evan Johnson from IBM at the station in Hoboken. Mr. Orton had not been around - I had asked him to get me reservations which he said he had done - when he called me in Poughkeepsie. The space was sold Lower 3 - Car 3 but no one had checked in so the conductor let me occupy it anyway. Had an ice cream soda & turned in about 11:00. And boy was I tired.

2/5/44 SATURDAY:

Porter called me at 7:00 & told me that Mr. Orton would meet me in the station at 7:30. Dwayne had his car in the Arlington Garage so I rode down to the house with him. He told me I would have to go down to N.Y. to W.H.Q. next week to help get the new set-up on the training program. Got home about

8:00 – I was sure glad to see the family & of course they were supposedly waiting for me. Babs & Mary Lou was much pleased by the perfume I got them. Drove down to the Office about 9:15. It seemed good to get back. Wm gave me a verbal report on the supervisory training program. Dwayne had told me about the General Foreman Meeting that Ark had last week announcing that the name & title of foreman would be changed to Dept. Manager. Wm told me all about the meeting. Had a very busy morning – a lot of mail etc. Had lunch at the cafeteria – Mrs. R. stayed until about 2:00 so I could get out some rush letters & wires. Saw Dwayne in the cafeteria he said he had left a check on my desk – my new raise. I was much pleased to find I had received a $50/month increase. With the deduction, the check was for $39.50. About 3:00 I drove over to Union Garage – the door stop had caught on one of the doors. Then stopped by Bill Higgin to discuss the Executive Training Manual. Came home about 4:30. Had some fun playing with the kids – looked at the reel of slides that came back – ones I took last Sunday down home. 1/23/44 – John Studer & the girls. Laid down & took

a short nap. To-night Mary & I went out for dinner & a show with ~~Bill~~ Walt & Arlene La Barre. Met them about 5:45 - drove over to the Steak Shop & couldn't get in so we went on over to The Barn. Had swell steaks. Went to the Strand & saw "Happy Land" a good show. Stopped in the Olympia Tea Room after the show. Home about 11:00 - & turned in - Boy it sure seemed good to be back in the old room again.

2/6/44 SUNDAY!

A beautiful clear cool day. Got up about 9:00 - had a very late breakfast. Helped Mary clean up the house. Called Fran & Jim Hanchin about 11:00. Drove over to call on them about 11:30, took Babs & Mary Lou with us. Saw their newly adopted daughter "Marley" - a very cute baby about 6 mos. or rather 7 mos. old. I had my camera with me took some pictures, color slides, of little Marley also of Fran & Jim. Came home about 1:00. Helped Mary get dinner. Fixed the whistle on the train this afternoon. I still have the whole outfit set up & haven't had time to take it down. About 4:30 Walt & Arlene La Barre & their 21 mo. old son Dennis stopped

over to call. Had a nice visit with them - showed them some movies. They left about 7:20. Took out the ashes - did some work here in my study - helped Mary with the dishes. To bed 11:30.

2/7/44 MONDAY:

Partly cloudy & colder to-day. Called The Homestead this morning - had expected two fellows from the Colts Co. to arrive this morning early. Drove down to the Offic about 8:30. Had a very busy morning - attended a customer school opening at 9:00. Clem presided - Bill Higgins & I talked. Mac started another group of Dept. Managers in the training program this morning at 9:00. Ray & I went over to Bldg 25 & looked at the new class room they are building for the Customer Engineer & the girl school. About 10:45 I got a call from the Homestead that Mr. Miller & Mr. Wrubel from Colts Co had arrived. I drove up & got them - stopped by the house & got my badge I had forgotten. Brought the men down to the school and spent the rest of the morning going over our factory training program. We used Mr. Acton's office where it was quiet. Took them to lunch in the cafeteria. Ray went with us. After lunch Ray went over

The Factory School program with Mr. Butler & Mr. Wrubell. Had a very busy afternoon what with entertaining the visitors & trying to do my work too. It snowed some this afternoon. About 5:30 I drove the men Frank & Al up to the Homestead. Ray went with us for dinner. After dinner Frank & Al were tired & wanted to stay at the Homestead so we left them. Stopped back to the house - got Mary then drove over & got Edna took them down to the school to attend Mike Snyder's class in Practical Psychology. Mr. Buckler also came down & joined the girls. I left them at the school with Ray & drove on over to Bill Higgins. Paul Yaneri was there & we did some more work on the Executive Training Manual. Couldn't get much done as Bill & Paul were more interested in going to the fights. Oh Yes! I got a call from Dick Eisenhart at Rochester on the Executive Training Manual material to-day. Also called Jeane Cotter this morning & arranged to be at W.H.Q. on Wednesday. Mary called me after the class was over. Stopped back for she & Edna. Got home about 10:30. It was too late to do any work so I read the paper & turned in about 11:15.

2/8/44 TUESDAY:

Clear & cold to-day - 3° above 0 this morning. Mary drove up to the Homestead at 7:45 - then she drove down town to get the cleaning lady. I had breakfast with Frank Fuller & Al Krubel of Cotta Co. A Mr. Scott who was a salesman & staying at the Homestead, drove us down to the plant. Had Frank & Al spend some time with Mac this morning on apprentice training. Then I took them on a tour of the plant. Had to make my arrangements with Al Boon - Dick Frederick Jr. has a different job now - is with Larry Cobett on the etching job. Frank & Al were much impressed with the manufacturing facilities. Had lunch at the cafeteria with the boys. This afternoon I arranged to have Mrs. Wicker (drove Anderson) Bill Davidson & Charlie Brazelis all discuss their training activity with Frank & Al. I got a call from Ray Chapman at Toronto to-day, they have started their Factory School Classes. Ray asked me to write him a letter of recommendation to-day, he is now going to try to get in the Marines. At 5:15 Ray drove Frank, Al & I up to the Homestead for dinner - we had

to eat early as there was a banquet at 7:00, some Hospital Guild. After dinner Ray drove us back to the home. Introduced Frank & Al to the family. Then at 7:15 we drove over got Lannie - Mary & Lannie went to the Town Meeting at the High School with us. Dr. Daniel A Poling talked - it was very interesting. Left Frank & Al at the Homestead about 10:00 and said our farewells. They seemed most appreciative of the courtesies we had extended them. They plan to stay there over night & leave in the morning for Hartford. Drove Lannie home - Mary & I fixed ourselves a sandwich when we got home. I called the station & found I still couldn't get a lower so we waited until about 11:15 before leaving the home. Mary went along & drove the car back. By waiting until 12:00 I was able to get a lower in the Buffalo car. It was the first I ever knew they had a Buffalo car on that train. The bad part of it was that you have to be up at 7:00 in Hoboken. I turned in about 12:15 & left a call for 6:30 in the morning. It very cold again to-night - about 8 above when I left the house.

2/9/44 WEDNESDAY:

Porter called me at 6:30 - had to be ♂ the train at 7:00. Had breakfast at the Lackawanna Restaurant in Hoboken. Took a ferry over to 10th St. by mistake - thought I was on the 23rd. St. Ferry. Took a bus to 5th. Ave & then a bus up to 42nd. St. Walked over a few doors to 11 W. 42nd. to the T.W.I. Office. It was about 8:40 & none of the boys were there yet. Jim Kohlerman came in about 9:00 & then John Mahlen. I wanted to see Romeo Collins. Had a nice chat with Jim & John - the prospects for T.W.I. dentistry don't look so good. They are even suggesting now that you train your own trainers. Took a bus on up to 57th. St about 9:45. Spent the rest of the morning with Jane Cotten discussing the set-up for the new Educational Program at W.H.Q. Saw Mike Heyn for awhile. Had lunch at the cafeteria with Miss Cotten. Fitz Fitzpatrick ate with us. After lunch Miss Cotten called Mr. Weigand in to discuss the accounting course with us. Walter O'Donnel stopped in & asked me to see a movie he had on time. Went up to the projection room with him to see it. I'm having the film sent to Endicott to show the employees. About 2:30 I had Miss Cotten get me a stenographer & I dictated my notes.

Then about 3:30 I went up to see Mr. Watson about the Jr. C. of C. Executive Training Manual. He had gone to a luncheon & hadn't returned - he came in about 3:45 - said hello & shook my hand. I told him I would like to see him a few minutes about something I thought he would be interested in. He said he would see me in a few minutes. Charlie Kirk was at 590 to-day. He stopped by to see Mr. Watson while I was waiting - I told him what my mission was. Mr. Watson called him in & I waited around all the rest of the afternoon. Several others stopped by but gave up long before I did. About 6:30 I tried to get down on the 16th. floor to get my coat & hat which I had left in Mike's office & found the whole floor locked. Had to go down to the first floor to get a key. Mrs. Watson got on the elevator when I went back up. Had a nice chat with her - said she had gotten so cold waiting out front in her electric car for Mr. Watson that she decided to come in to get him. She also asked me about Russ - as she invariably does. I called Miss Shumm & told her I wouldn't wait for Mr. Watson since Mrs. Watson was coming to get him. Met Fred Knowles on

my way out - he walked down to 43rd. St. with me. I went to the Oyster Bar at the Grand Central for dinner. Boy I do love those oysters. Did some shopping - then went to a newsreel movie. Took a bus over to 23rd. St. & the Ferry to Hoboken about 10:30. Had some ice cream & then got on the car. Wrote these notes & turned in about 11:00.

2/10/44 THORSDAY:

Porter called about 7:00 - dashed around & got a cab out to the house about 7:20 - Got home just before Babs left for school. Had breakfast & cleaned up a bit. Mary drove me down to the Offic about 9:00. Had a busy morning. Bruce Palmer called from Flint Mich. to tell me he would be in N.Y.C. on Monday to see Mr. Watson. I plan to meet Bruce & Doug to go over the Executive Training Manual. Am hoping Mary can go down with me. Had lunch at the captain with Ray. The enrollments for the Spring Term have not come in too good - only about 500 so far. Paul Mancini & Bill Higgins stopped over this afternoon & we went over some of the material for the Executive Training Manual. They had prepared a foreword

for it. Prepared a report for Mr. Alton on my discussion with Miss Cotten yesterday. Rode home with Clem & Dwayne about 5:20. Dwayne just got back from Memphis this afternoon. Went to the Customer Engineering Graduation this evening. Dr. Job of Athens College talked & did a fairly good job. It was another nice party. Met a lot of people. Got home about 10:45. To-bed 11:15.

2/11/44 FRIDAY:

A very snowy day. Snowed all afternoon & evening. Got up about 7:30 - Drove down to the Office about 8:45. Worked most all day on the Executive Training Manual. Bill Higgins & Paul Mancini came over & helped me some. We picked out sayings, of Mr. Watson's to put at the bottom of each page, from "Men Minutes & Money". Angie Hoffman sent me over a dictaphone from the main Office to-day. It's an old thing - looks like a cast off - haven't tried it yet. Charlie Cheney borrowed my Leica & the Speed-O-copy to-day to take color pictures for Miss Maynotte Smith of all the art work at IBM. It looks like a big job. Drove home for lunch

the slides I had taken at Yale last week came back. They were very poor – all bluish – it sure doesn't pay to use out dated film. I'm tempted to throw away the rest of it that I have. Had an error in my pay check. (Error of $55.00), I went over to see McCulloch & Mac called N.Y. W.H.Q. They are going to take care of the correction on the next check. Also discussed the Wage & Hour Law with Mc. He assured me that our Factory School activity was not in conflict or a violation of the law. Tom Collister called me from Rochester this morning about their classes. I called Tom this afternoon & advised him to cover the details of the program with their Dept. Managers. Tom said they had already done that. Came home for dinner about 6:00 – it had snowed all afternoon – about 3" of snow. About 7:00 I drove down got Bruce Bachler & we went back to the Office. Bruce helped me with the layout of the Executive Training Manual. Cliff worked on the cover design & Don Sweet did some more typing of the material. It snowed all evening, came home about 9:30 & couldn't get in the drive. Had to shovel my way in – took about an hour. Mary had retired. To-bed 11:00. A very bad snow storm.

2/12/44 SATURDAY:

A cold snowy day. It was still snowing this morning & snowed all day. Got up about 7:15. Had to shovel my way out to the garage - was able to back the car out through the snow. There must be all of 8" or 9" of snow by tonight. Worked on the JayCee Executive Training Manual again this morning, had Bill Higgin & Paul Manieri over to see the cover layout that Cliff had started. About 11:00 I drove down town to go to the bank - was disappointed to find the bank closed - (LINCOLN'S BIRTHDAY). Went in the Ave. Restaurant and Jim Jadis cashed the check for me. Went to the Barber Shop & got my hair - had a new man that all had gotten out my hair. I didn't like the job he did. Drove back to the school about 11:45. Mr. R. had been working on my reservation at a hotel in N.Y.C. thru W.H.Q. but hadn't been able to get anything. Mrs Alonso & I had quite a session on the Managers Conference. With the girls coming in next week (New System Service) school & Ray starting a new term of Factory Schools there will be no room for Mrs to use for the Managers Conference. I called Bill Lewis

and asked him if it would be O.K. to use the small dam room on the east end of the Brandy Bldg. He didn't like the idea but said it would be O.K. Boy - the space problem is bad! Had lunch with Ray & Andy in the cafeteria. Don Sweet stayed this afternoon to type the material for the Scientific Training Manual. I was very much surprised to find that Earl Kaufman had gone home. I had indicated on several occasions that the Pers. Mgmt. Vol. II was our most needed job & that he should stick right with it. Cliff stayed & worked on the cover design. I also had a nice chat with Ray on the work he was doing. About 4:30 I drove over to the garage - had my chain put on - then stopped over to the cleaners to get my suit. Had to wait while they pressed it. Came back to the Office - called Mary at Clemmons. She had taken Bob & Mary Lou over to Lonnie to Manon's birthday party. They had walked over - Darlene DeVeau had shoveled out the drive & then helped them over to Clemmons, who carried Mary Lou. I was going to drive up to take them home but met Clem who was on his way & he said he would do it.

Also met Dwayne who just got in from Syracuse. He had called Edna & learned he couldn't get home. The milk man had been just & the snow plow couldn't even get thru. Dwayne was all excited & jumping around, I wanted to see him about a couple of matters but just couldn't get an audience with him. Got a call from Mr. Wagner's office in N.Y.C. at W.H.Q advising me they were able to get me reservation at the Washington Hotel for Tuesday night & Monday. Both Don & Cliff had to return this evening to finish up the work on the Executive Training Manual. I drove home for dinner about 6:00 - returned to the office about 7:00. Don & Cliff had the manuscript for the manual all finished by 8:30. Cliff stayed to finish the cover. I drove home about 9:00 - read the paper & had a bite to eat before going to bed about 11:00.

2/13/44 SUNDAY:

A beautiful bright day & with the 7 or 8 inches of new fallen snow it was gorgeous. Got up about 8:00 - helped Mary as much as I could. About 9:45 I

drove down to the school to get the cover to the Operation Training Manual that Cliff finished last night. The school was locked & I had to wait about a half hour for a guard to let me in. Called Bruce Bunkel & he came down to help me put the Manual in finished form for presentation. He sure is swell to help out in the grinder. The Manual sure looks good. Drove home about 10:45. Called Edna & found they were still snowed in but that men were shoveling their drive open. Called Dwayne at the Homestead, asked him if he would like to see the manual - said he wouldn't have time. Hurried around - helped Mary with dinner, shaved, packed & at 1:00 drove Babe & Mary Jon over to Clemons - Had to leave Mary Jon there too - Dwayne is going to pick her up after the drive is open & take her over to their place. Left my Leica at Clemons for Charlie Cheney to get to-morrow. Mary & I drove right on over to the station - left the boys & then put the car in the Arlington Garage. There was a big crowd at the station, Blackwell, Miss McLemore & others for the school were there meeting some of the new System Service school girls coming on the train. There are about 12 that arrived

on the 2:00 o'clock train that we got for N.Y.C. Train was only about 10 min. late. Bobby & Charlie King got on the same car with us so we had company from Phila. Later I learned that Don Pratt & Mr. Dunfey of Lab dept. in the Lab. were in the drawing room. It was real comfortable riding in the parlor car - I enjoyed the trip very much. The scenery was beautiful what with the sun on the new snow. Had dinner on the train at with Don & Mr. Dunfey. Don told us Ed Heldum had left Oaks & gone with Sperry in Brooklyn. Had a swell meal. Got in Hoboken about 7:15 - took the subway over to 33rd. St. & was surprised to find we came out right at the corner of the Martinique Hotel where we had reservations. (Corner of 32nd. & Broadway) After we got settled we took a bus up to 42nd. St. & looked around for a show. Went to see Mickey Rooney in "Girl Crazy." It was fairly good. Stopped in Toffenetti after the show, got back to the hotel about 12:20. There is still quite a little snow in N.Y.C. but it is all piled up & dirty it hardly looks like snow. The streets were very slippery to-night.
To-bed 12:30.

2/14/44 MONDAY:

Got up at 8:30 to find it was a dull, cloudy day in N.Y.C. Had breakfast here at the Martinique. Mary called Margaret Johnson & arranged to meet her to go shopping. About 10:00 I walked over to the Hotel Pennsylvania to meet Bruce & Doug. Waited around the lobby until 12:00 - called Mary at the Martinique - at 12:30 she & Margaret came over & met me - just after I had met them we saw Bruce & Doug. Their train was over 2 hours late arriving from Chicago. They had their wives with them so we met Dottie Palmer & Mercedes Zimmerman. Also met Jack Huffard from ~~Wisconsin~~ Wyoming who had been also waiting since 10:00 for the boys to arrive. Jack is Vice President of the U.S. Junior C. of C in Charge of International Relations. Doug & Bruce had eaten Breakfast late so Jack went with Mary, Margaret & I for lunch while the boys got checked in. We had lunch in the Coffee Shop at the Pennsylvania & got better acquainted with Jack. He is a swell fellow like most Jaycees. Met the folks in their room after lunch - about 1:30 - the ~~girls~~ girls all went shopping. I had about a half hour to go over the Executive Training Manual with Bruce, Doug & Jack. They seemed to be very

much pleased with it. We also planned our strategy for its presentation to Mr. Watson. At 2:40 we took a cab up to 590 Madison Ave. Waited in the Library on the 17th. floor for about 10 minutes & then was ushered into Mr. Watson's anti Office about 3:10 - waited there until about 3:45 before Mr. Watson came in. I introduced Mr. Watson to Jack Stafford and he had met Bruce & Doug before. He told us about Mr. Bosco from Brazil being with him & asked me to introduce the boys to him. Mr. Nichol was also in Mr. Watson's Office so I had quite a round of introducing to do. Mr. Watson started by telling us all about Brazil & the great things Mr. Bosco had done in Brazil. He mentioned the Jr. Chamber should look to Brazil for an exchange of ideas, he even suggested having Mr. Bosco's sone Victor come up here to see just what the Jay Cee is accomplishing in the U.S.A. Finally Bruce got a chance to mention the Executive Training Manual. As I showed it to Mr. Watson his first reaction was a surprise to all of us - he said - "You cant tell Executives how to be executives & also he thought there was too much in the manual - suggested it would be better to pass out the material a little at

a time – letters by young men etc. Both Bruce & I tried a number of times to explain that the Manual was not intended to teach executives but contained suggested projects that Jay Cee groups could conduct etc. But either Mr. Watson didn't listen or started in with some thought of his own so we didn't get anywhere. Bruce didn't even approach the matter of his sponsoring the Manual. The whole interview sure took a queer turn – it was more of a lecture or speech from Mr. Watson. We were in his office until about 5:30 when Mrs. Watson called to remind Mr. Watson they were to attend the opera this evening. The Manual was left, that I was to go over it with Mr. Nichol – that was Mr. Watson's advice. He also mentioned "and others" but he didn't say who. I was a bit disappointed in the whole interview but Bruce, Jack & Doug were all quite pepped up, for Mr. Watson has given them a lot to think about. Bruce left the matter of the Manual entirely in my hands. We took a cab back down to the Pennsylvania Hotel. Mary & Margaret weren't there so I walked on over to the Martinique. Mary & I planned to stop over to see Margaret & Jimmy. We went to the Grand Central to the Oyster Bar for dinner.

We were surprised to find it raining – a terrible night. Took a cab on over to the Johnson's apt. Had a nice visit with Jimmy & Margaret – was treated to coffee & cake. About 8:30 Mary & I took a cab over to the Radio City Music Hall. Saw "Jane Eyre" – a very good movie. Saw the last show so it was about 11:30 when we came out & it was raining terrific. Had to wait about 20 minutes & then got a bus down 6th. Ave to the Hotel. Spent about an hour in the cafe at the Hotel – didn't turn in until about 1:20.

2/15/44 TUESDAY:

Got up about 8:30 – a dull cloudy day in N.Y.C. but no rain. Had breakfast at the Hotel (Martinique) Called Mr. Hummel at his office – was surprised at all the questions the girl asked me before I got Mr. Hummel. He wanted Mary & I to go to lunch with him but we couldn't make it to-day. I also called 590 to make an appointment with Mr. Nichol & was surprised to here Ted Marrion answer the phone. Ted is now one of Mr. Nichol's secretaries. Ted couldn't give me much hope on seeing Mr. Nichol as

he had a full day. Took a car up to N.H.Q. about 10:00. Saw Mike Lupa first & discussed the matter of the new Psychology class to start in our Spring Term of Factory School. Called Ray Jarvis & advised him to cancel the class & hold it until the Fall Term. Ray mentioned that Clem had asked him about having Joe Hosni enter the new System Service School. Only 71 of the 80 girls showed up for the new school so they are putting in some 47 fellows. I was surprised to hear it. I also called Helen Dunn at Poughkeepsie & learned that Dave Sanford was in N.Y.C. to-day being inducted into the Navy. Saw Miss Cotten for awhile on the new Educational Program — had lunch with Jean & Mike in their cafeteria. Saw Tobby Crawford & Frank LaBarron. Couldn't make any definite arrangement to see Mr. Nichol so I left 5-90 about 1:15. Did some shopping & met Mary at the Hotel about 2:45. We went out looking for a birthday card for Mr. Watson. He is 70 on Thursday of this week. Didn't find a suitable card. Checked out of the Hotel about 3:30 & took the tube over to Hoboken. Had about 20 minutes to wait for the 4:40 out of Hoboken on the Lackawanna.

Couldn't get a parking reservation. Mary & I entertained ourselves with the puzzle I had gotten. Had dinner on the train. Got in Berg. about 9:30. Much of the snow was gone as I had the chains taken off my car. It seemed good to get back in the Buick again. Got home about 10:00. After we got things pretty settled we drove over to Vernon, but Connie Babe had gone to bed so we didn't get to see her. It seemed funny not to see the children when we got back. Had a nice visit with Clem & Jamie. Home about 11:40 and to bed about 12:30.

2/16/44 WEDNESDAY:

A bright day - got up about 7:45 and at 8:45 Mary & I drove over to Alton's & got Mary Lou. She was glad to see us. Drove on down to the school. Mary took the car. Had a very busy day. Bill Higgins & Paul Manieri stopped over to hear about the session with Mr. Watson on the Executive Training Manual. Arranged to-day to have Charlie Bozzetti go to Washington on the 28th to put on the J.M.T. session at Plant #2. Would like to send Mac but he is all tied up on the Manager Conference & will be for the next

Two months. Had lunch at the cafeteria. Talked with Joe to-day about joining the Bystem Service School - he seem to look favorably on it. Saw Dwayne this afternoon & went over the whole situation of the Executive Training Manual. Telephoned Yeiser this afternoon for an appointment to go over it with him. Called Dave this morning - he is now a Lieut. J.G. in Uncle Sam's Navy. I sure hate to lose Dave. Arranged to have Paul Duell come to Endicott on Mon. Feb. 21st. Rode home at 5:15 with Dwayne to get my car. Missed the Foreman's Meeting at 5:30. Learned later that it was about reducing the personnel at the plant - they are to release 460 married women whose husbands are also gainfully employed. Drove back to the Office about 6:00 - & at 6:20 drove over to the Lion's Club Meeting. Earl Hoyt & Ken Robinson rode over with me. After the meeting we all pitched in & addressed the envelopes for our current Sight Saving Drive. I numbered the envelopes with a stamp. Returned to the Office about 8:15 - worked with Earl Kaufman until about 9:30 on the Proc. Man. Vol. II. Home about 10:00. Read paper & to-bed about 11:30.

2/17/44 THURSDAY!

A dull rainy day - got up about 7:00 - drove down to the Office about 8:15. Received an answer to my wire to Field advising me that he couldn't see me this week. At 10:00 this morning there was a general assembly of the War Ryeam Service School & Civilian Engineers made up of the Engineers & Executives at which Mr. Bozen of Bragil spoke. He was introduced by Mr. Kirk & gave a very interesting talk. Called Larry Seyffert about printing the name of the I.B.M. Division on cover of the new edition of Prec. Mfrs. Larry didn't seem very receptive to my idea of his doing it at Syracuse. Alton called me up to the Office ~~[illegible]~~ about noon & showed me a letter from Stevens asking about the Educational Program at W.H.Q. I told Dwayne what my recommendation was & he asked me to give him a further report on the whole subject which I did. Drove home about 12:30 for lunch - packed my bag for Poughkeepsie. About 1:15 I stopped over to Benj & called at both Vale Patons & Benj. Printing & Binding to see about the job of printing the name on the cover of

the Prec. Mgr. Book for the IBM Division. Couldn't get it done — they couldn't duplicate the type. Called Larry when I got back to the Office & he is going to do it at Syracuse. Heard a squeak in the motor on my way back from Bay. Stopped over & had Myers look at it — the oil line to the bypass was plugged with dirt again. That's the 4 or 5 times that has happened. Mr. Kirk came over to discuss human relations with one of the Managers groups this afternoon. I didn't get in to hear any of the session. Drove home at 5:00 - had some supper with the folks & left at 5:45 for Poughkeepsie. Boy! What a trip. It was raining a little as I left the home - it later turned to snow & then large fluffy snow. Over the mountains it was rain again & just cold enough to freeze a little. Then from Fishkill on it was very foggy. Raining hard here in Poughkeepsie. Had no reservations here at the Nelson House & the place was sold out - called the Campbell & it was sold out. It sure looked bad, but the manager here at the Nelson House finally decided to let me have a room they were holding for a sales-

vation which hadn't been called for. Called Dave after I got settled & arranged to have breakfast with him. To bed 12:00.

2/18/44 FRIDAY:

Was called at 7:30 - met Dave in lobby at 8:00 - had breakfast together in the coffee shop. Took a couple of pictures of Dave outside the Hotel with my Leica. Drove my car down to the plant - stopped at the upper bldg. Stopped in to see Dause Bibby - gave Dause a copy of our new text on Prec. Meas. Volume I. Spoke to Dause about having Paul Dudd released completely from his old job so he could be with Dave the remaining few days. Dave expects to leave next week. Dause called Jim Stern in & spoke to him about Paul - Jim didn't like it much. Also asked Dause about he or Muir attending the Manager Conference at Plant #4. He promised he would attend or send someone to represent him. Also stopped in to see Bill Muir & Harry Klechler - presented each of them with a copy of Prec. Meas. Volume I. Had a nice chat with

them on training. Saw Mrs Dunn about getting the transfer thru for Paul. About 11:00 I stopped down to Dave's Office. Spent the rest of the morning talking with Dave & Paul. Called Mrs Cotten at W.H.Q. & told her of my discussion with Mr. Alton on their Educational Program. Jim Stem gave me a job to do for him this morning. He has asked my help in getting someone to prepare a production manual on the Grenade Launcher they are building at Plant #4. Had lunch with Dave & Paul at the lower cafeteria. After lunch we discussed the job training set-up at Plant 4 & about 1:15 drove up to the upper plant. Dave & I took a walk around the machine floor - saw a lot of my old friends. They are beginning to bring in some I.B.M. work now at Plant #4. Drove Dave back down to his office & said farewell - for all I know I'll not see Dave again before he leaves for the Navy. Drove up town about 2:30 & did some shopping. Checked out of the hotel about 3:30 & left for home. It was a beautiful sunny afternoon & the roads were fairly good until I got into the mountains

where they were plenty icy. Stopped in Hew burg for gas & at Liberty for dinner. Made fairly good time in spite of the bad roads. Stopped in Hancock & also in Binghamton. Got home about 8:45. Read the papers & Life Magazine. To-bed 11:00.

2/19/44 SATURDAY:

Got up about 7:30 - Mary wanted the car so I called Clem & rode down to the Office with him. Clem told me of their newest problem - that of moving all the System Service Girls out of the clean room in the Factory & back into the school before Mr. Watson arrives next week. Steven & Ruth Leach have gotten the idea that Mr. Watson wouldn't approve of their being in the factory. We had a meeting in Acton Office this morning to discuss the whole set-up & Van's lab & all of the Customer Engineering boys have to go over into the factory. It also means that our Factory School Class at 4:00 P.M. will have to be in the factory. I discussed the matter of the Manual for the Grenade Launcher with Mr. Acton. Also went over the whole thing with Bruce Bucher.

Called Jim Hern at Poughkeepsie & gave him our proposal on it. Mary stopped by at 12:00 - Babe came in & got me. I came home for dinner. After dinner I drove over to the Union Garage - wanted to get my oil filter changed but they were too busy. Stopped back to the Office & worked with Earl Kaufman this afternoon on Prec. Mfgrs. Vol. II. Ray was at the school too - Ray told me he was now trying to get into the Marines & wants a day off next Wed. to go to Buffalo. Gee! I sure would hate to loose Ray. Drove home about 4:30 - stopped over town & got some boxes in which to pack the knives on the train platform. I had planned to tear down the whole set up this weekend. Called Mike Sayo when I got home & asked he & his wife over to dinner to-morrow. I found from Mike that Clyde Powell is out & town so our meeting for to-night is off. I had planned to meet with Mike & Clyde and a group they get together with. I had also promised Mike I would be a subject for him to hypnotize. Mike promised he would give me a demonstration to-morrow. Mary & the children had

I took some pictures of them.
walked over to Clemmons. I drove over & met them & then drove down to the border to get some things for to-morrow. Home about 6:15. Helped Mary with dinner. This evening we entertained ourselves with some of the puzzels & one especially that I filling in our income tax blank. It turned out to be quite a job - I can now believe some of the things I've heard about it. We were both somewhat surprised & also disappointed to learn that we will have to pay about $200.00. Read the papers & to-bed 11:15.

2/20/44 SUNDAY:

A bright sunny day & warm. It sure took a lot of the snow away. Got up about 8:30. Helped Mary clean up the house this morning & had some fun playing with the children. Babe & Mary Lou walked over to Clemmons this morning & brought Marion back with them to spend the day & evening. I called Clem & asked he & Lannie over this evening. Had a light lunch about 12:30. I cleaned up the electric train & oiled it this afternoon. Then took a few pictures of the outfit - finished up the film that

was in the camera. Cleaned up the car a bite this afternoon. At 4:30 I drove over to Binghamton to get Mike & his wife - took Babe, Mary Lou & Marion along. It was a beautiful afternoon. Mary had dinner about 5:00 & was I hungry. The children all got quite a kick out of Mike & really I think it did them some good to see a blind person. I was surprised to learn that Mike had never seen an electric train. He seemed to get a tremendous kick out of feeling of the train, horses etc. I even showed him how to run it. Roland, Pearl, Clem & Lonnie stopped in and we all had a very enjoyable evening with Mike. He showed us his mind reading stunt of locating a hidden object by reading someones mind. I was his first subject & it was uncanny how he went directly to the Baby Grand Piano & picked out my pocket knife which we had hidden inside. He repeated the trick several times - I took a movie of one of them. Clem had to leave to meet some people on the 9:30 train. I induced Mike to hypnotize me so he went thru the whole process but it had no effect, or at least so little I didn't notice any. He then tried to hypnotize Mary

with the same results. I guess Mike was a bit disgusted by then, for he wouldn't attempt Roland who also wanted to be hypnotized. It was strange Mary & I wouldn't respond for Mike has very good results with his hypnosis. I got out some of my puzzles which we went over big. I was surprised to find Mike really enjoys working Puzzles. He tried "DAD'S PUZZLE" but couldn't quite get it. At 11:30 I drove Roland, Pearl & Lonnie home & then took Mike & Joice home in Binghamton. Home about 12:15 & to-bed at 12:30.

2/21/44 MONDAY:

A warm, partly cloudy day. Got up about 8:00 - hurried around & was down at the office by 8:45. Much activity at the school to-day. Clem had all the girls moved back from the plant & he also had a group of men & women from the Ordnance Dept. start a special school this morning. Mr. La Motte was up from Washington to attend the opening. John Lenhart & Jack Burridge were down from Rochester for the day to get some information on Factory Schools. John in all we

to start 4 classes at Plant 3 next week. Jack Burridge is to teach their IBM Product Course in which they have 130 people enrolled. Had Ray spend most of the day with them. I sat in on one of the Managers Conferences this morning at 10:00. Went to lunch with Ray, John, Jack & Earl Hoge at 12:15 in the cafeteria. After lunch I called Mrs. Kirk about coming down to Mike's Psychology class this afternoon. I also called Mary but the girls couldn't arrange things to come down. At 2:00 I attended the opening of another Managers Conference. I had John Lenhart set in on it. Bill Lewis & Jimmy Johnson were there to introduce the program. Jimmy gave a very good talk. At 3:00 John & I returned to my Office & I tried to interest him in starting Manager Conferences at Rochester. He & Jack left about 5:15 for Rochester. Mac & I took a walk over to the plant this afternoon to see about using one of the new class rooms for the Managers Conferences starting tomorrow. I drove home about 5:45. After dinner I returned to the Office. At 7:30 I sat in on the first session of a new group of Managers - Bill Lewis & Jimmy Johnston were there & started the session off with a nice pep talk. Bert

Bitner also spoke briefly. Mass carried on at 8:00 & I met in Mike Boyer's Payesburg class. Sat thru the whole class until 9:30. It was quite interesting. Mike sure keeps going strong — it is a long session from 7:00 right thru to 9:30 & he talks most of the time. He stopped down to the Office after the class & tried again to work the puzzle he started last evening. He said he had solved it in his mind but I discovered he still couldn't solve it. He took it with him. Home about 10:00. Read the papers - had a bite to eat & To-bed 11:30.

2/22/44 TUESDAY:

A chilly rainy day. Got up at 7:15 & at 8:15 drove down for Mrs. Bennet the cleaning woman. Then I drove her car over to the Union Garage & left it to have the oil changed & a new filter placed in the oil filter. Also had Mario take the pan off the bottom of the motor & clean it out. Mario let me have a 36 Buick to drive back to the Office. At 9:30 I spent one hr with Bev. Weston & Bauer on the Mapleton book. Had the first Iron Mountain Conference in one of the new class rooms in the factory this morning.

It's quite a good ride up to the school. About 11:00 I drove down town to get a hair cut - too many ahead so I drove on over to the Dragge. They are working on my car so I waited until they finished. Had to get a new fan belt too. About 11:30 I stopped back down town & got a hair cut. Then drove home - Mary drove to back to the plant. Went in the cafeteria for lunch. Saw Bill Lewis & spoke to him about the letter Mabley had written him about training conference leaders. Bill hadn't seen it yet - asked me to answer it anyway, which I did this afternoon. Started a - with a group) managers this afternoon in the conference program. I didn't attend but Mac Ellis on Rick showed up for the main & talked for 1 hour and 40 minutes. Had a talk with Mac about the conference & told him to take it easy - he look awfully tired. Mac worries a lot about having to change room for his conferences. Poor Ray has a problem too getting room for his Factory School classes. Got a ride home with Dragge at 5:30. Zellinger was with him. Mr. Watson is expected to arrive in town to-night. After dinner I read the papers & about 7:30 Mary & I drove over to Clemson. Pearl & Fannie

rode down to the High School to the Civic Forum. Clem came late & brought Roland. Joe Fisher "Tokyo Joe" talked & showed some excellent color films he had taken in the South Pacific which he had entitled The Pacific Aflame. Got one about 10:00 & it was raining hard. Clem had to leave early to go up to the Homestead - I took the gang over to the Ave. Restaurant & treated. Left Lannie, Pearl & Roland at their home & got home about 11:15. To-bed 11:30.

2/23/44 WEDNESDAY:

Got up at 7:15 - a dull rainy day. It was too late for Babs to get the school bus so I drove her down to school on my way to the Office about 8:20. We saw a house on fire on our way down - just a lot of smoke - nothing very severe. Little Barbara had never seen a house on fire before - she was quite excited about it. I was surprised to find this morning that I had the wrong pair of trousers with my suit I just got back from the cleaners. Had to take the suit back. Much activity at the school to-day. Mr. Watson & many of the executives from N.Y.C. were in

town. About 10:30 we had an assembly of all the classes - System Service & Customer Engineers also the engineers from the lab. Mr. Watson talked to the group & introduced Dr. Ben Wood who also gave a ~~short~~ very good talk. Mary called & told me she had received a letter from the camp she had written to about taking the children this summer. Had lunch at the cafeteria with Kay Davis about 12:30 & then drove home. Mary was all ~~excited~~ up about the letter from Camp Oconia - it looks somewhat hopeful. Worked with Geo. Weston on the short term book this afternoon. We went over to the Electrical Lab. to see John Wagner about electrical terms. At 5:45 Mr. Watson spoke to all the IBM Employees - he spoke in room 202 & was connected by telephone to Rochester, Poughkeepsie, Washington & San Jose. The whole top of the school bldg. was filled & was filled. He announced the new compensation plan for employees who are away from work due to illness or accident. $3 a day for the first 3 days then their regular pay on the basis of a 40 hr. week for 6 months. Should they be laid up longer than 6 months then the case will be treated on an individual basis according to its

merit. The talk was finished by 6:00. At 6:20 I drove down to the Hotel to the Civic Club Meeting. Earl Hoyt & Ken Robinson rode down with me. The speaker this evening was Mr. Bird from Binghamton Civic Club who talked on China. It was interesting but he didn't know when to stop. Left at 8:15 & drove back to the Office. Checked the classes & went home about 9:00. Read the papers etc. To-bed 11:15.

2/24/44 THURSDAY:

A beautiful bright sunny day. Got up about 7:15 & drove to work about 8:30. Took care of my mail & at 9:30 John Wagner & I left for Binghamton - stopped by home & got Mary & Mary Lou and took them over to Fowlers. John & I met Jack Fillie & Mr. Rannie at Youth Hqrs to discuss the setting up of a course in Electronics. They want John to be the teacher. We drove back over town at 12:00 picked Mary & Mary Lou up at Fowlers. Left them off at the home & returned to the Office. Had lunch at the cafeteria - Checked with Miss John & found as far as she knew that there were no meetings called

for this afternoon and that Mr. Watson was leaving town. Therefore I decided to carry out my plan of taking Chester's 3 of 4 Pres. Hyer. to Syracuse. Earl Kaufman went with me. We left about 1:30. It was a beautiful afternoon. We went directly to the castle & met Larry Seyffert. Larry showed Earl thru the castle as we saw Dean Spencer & said hello — also showed Earl their Syracuse Orange Printing Bldg. We stopped at the Register Office & got the 12 books engraved with the name of our director of IBM. Then Larry rode down to the University Bldg., down town Syracuse & helped us get the balance of the 100 books we had on order. Had to carry them down from the 9th. floor — as an elevator thank goodness! Drove Larry home & then stopped at the Syracuse Hotel for dinner. Left Syracuse about 6:45 for Endicott. Got into Endicott about 9:00 — drove Earl home. He asked me to come in so I stopped in to see their new home. It is very nice. Got home about 9:15 & was surprised to find Rose here with the children. She told me Mary had gone to the Homestead & wanted me come up when I returned so I drove right on up. Was I surprised to learn that Mr. Watson had

called a dinner party for the faculty & staff of our Dept. of Education. Mrs. Watson was talking when I arrived so I didn't want to ~~just~~ butt in - waited outside the dining room until Dwayne arrived about ~~8:~~ 9:45. He just returned from N.Y.C. I went in with Dwayne - Mrs. Watson called on him to say a few words to close the meeting. I spoke to Mr. Watson after the party & explained why I wasn't there. I sure hated to miss it. Ray had taken Paul Dewell - I introduced he & Paul to Mr. Watson. Also introduced them to Mr. Steven & had a dance to discuss the educational program at 5:30 with Steve. I met Dwayne's Mother who just arrived here from California. Stayed & talked until nearly 12:00 - drove Edna & Mrs. Acton home & got home about 12:10. Mary had a lot to tell me about the party. I certainly regret not being here for the whole affair. It seems every time I go away something significant like that comes off. Mary & Carol and talked for ever so long before getting asleep. Oh Yes Charlie Park kidded me about being an errant boy getting back from Syracuse - that didn't help my

feeling, any - but then you can't take anything that Charlie says seriously.
To-bed 12:30.

2/25/44 FRIDAY:

A beautiful bright day - looked like Spring. Up at 7:15 & drove down to the Office about 8:15. Paul Devell from Poughkeepsie was with us again to-day. At 9:00 I took Paul over to the Managers Conference in the Factory. We walked over with Mac. It was a session on Human Relations. Bill Lewis & Jimmy Johnston finally showed up for the meeting. I returned to the office about 10:00 & then went back again about 11:15. Jimmy & Bill ran the session overtime. Bill asked each one's opinion of the Managers Conference & I got some good suggestions. They sure are being well received & Mac is doing an excellent job as coordinator. Had lunch at the cafeteria with Paul & Ray. Paul left for Poughkeepsie right after lunch. Ray went with him as he is going to N.Y.C. to try to enlist in the Marines that is get a commission. At 1:15 I drove over to the American Legion to the Blood Donation

Center of the Red Cross. I was the first one to be put through the process. It was my second donation - felt just a little woozie right afterwards but no ill effects otherwise. Stopped at the locker on the way back then stopped at Woollen's Dry Cleaners for my suit & drove on up to the house. Returned to the Office about 2:30. Mary called later this afternoon & wanted to go to the movies. Drove home at 5:45 for dinner & then returned to check the classes. Left the Office again about 6:35 - picked Mary up at the house & drove on over to Binghamton. Saw the movie "Desert Song" - it was fairly good. Stopped in the "Boston" after the show - also stopped in a grocery store that was still open. Got home about 9:45. Read the papers & looked over the income tax blank again to-night. To-bed 11:30.

2/26/44 SATURDAY:

Got up about 7:30 - drove down to the Office about 8:30. A very dull snowy day. Started snowing about the middle of the morning. Saw Dwayne this morning about the increase for Mac. He approved it. Mac

Vera Phelps was up from N.Y.C. & stopped in my office this morning to discuss our training program. Also a Miss Nugent from the adv. dept. at 5:30 stopped in to get some pictures & info. for a book she is preparing on Opp. for Women in IBM. Had lunch at the cafeteria with Ralph La Tourette & Bill Huzin this noon. We had a good discussion on the Managers Conference, especially the problem I'm handling Mrs. Rosie White. She has a bad attitude & usually gets the reaction not I wished up. Am tempted to see her about it but Ralph advised me not to see her. Stayed at the office this afternoon for awhile. Went over to the Inspection Dept & helped Charlie & Earl take some pictures. Left the office about 3:00. It had snowed all afternoon & great big fluffy flakes. There was about 3" on it by 3:00. Stopped at Newells for some things for Mary. Couldn't get in the drive so I left the car stand part way up the drive. Put on some old clothes & set up my photographic eq. to print pictures. Babs & Mary Lou helped or I should say watched. About 5:00 Roland & Marion stopped over. Roland wanted to shovel off the walks so I let him. Went out about

5:45 & with a little aide under the wheels was able to drive the car into the garage. As soon as I had dinner I went back to printing pictures. Mary helped me some later this evening. I printed a whole film for Betty - a film on which Russ had taken pictures 2 years ago before he left for the Army. They looked fairly good. Also printed a few pictures for Anna from a film she had taken at the time Betty Kay was a little baby. Mary & I had our midnight snack about 12:30 - sardines & crackers and hard boiled eggs. To-bed 12:20.

2/27/44 SUNDAY:

A rainy day. Got up about 8:45. Sorted & dated the pictures Mary & I printed last night. About 11:15 drove Mary & the girls over to the IBM Farm to see Mrs. & Mr. Atkinson and Jack & Winnie. Took the pictures I had printed from Russ' film along & showed them. They were quite surprised to see them. Came home about 1:00. Helped Mary some with dinner also wrote a letter to Betty & one to Anna sending them the pictures I had printed

for them. This afternoon we went calling on the Kaufmans - Mary hadn't seen their new little home. On the way home I drove on over to Binghamton to mail the pictures to Betty & to Anna. It rained or misted some more all afternoon. Got home about 5:30. Put on some old clothes & took the ashes out. After supper I helped Mary with the dishes, read Life & the sunday paper. About 8:30 I packed my bag & got ready to leave for Washington. Mary drove me down to the station at Endicott to get the 9:37 to Elmira. Charlie Brozatis was already there waiting. Ed. Cook of IBM was leaving for Washington on the same train. At Elmira Eddie, Charlie & I walked over to a ice cream parlor & had a milk shake before returning to the station & boarding the train for Washington. Turned in about 12:00 - did some reading before trying to sleep on the roller.

2/28/44 MONDAY:

Was surprised when the Porter called me at 6:20 - the train was earlier than I had expected. Had breakfast on the train with Charlie & Eddie. We got in Washington about

8:10. Took a cab right over to the Statler & were surprised to find that Charlie & I could get a room right away. I took a shower & shaved — then prepared some introductory notes on Charlie for Homer Bodkin.
Charlie & I took a cab on out to the IBM Plant about 10:30. Spent most of the morning that is until noon talking with Mrs. Kilpatrick. Charlie checked his set-up for the first T.M.T. session at 1:00 — Oh Yes! I called Miss Van DeWater from the hotel this morning & asked her about my good pieces at Grand Haven. She seemed very pleased that I had called. Had lunch at the plant with Homer & Bill Storey. I had Bill show Charlie around the plant this morning. At 1:00 We had our first T.M.T. session — Homer introduced me & I spoke briefly on T.M.T. activity in IBM. Homer then introduced Charlie. We sat in on part of the session & Charlie got off to a good start. I'm convinced he will do a good job. Had a photographer in to take a picture of the group. Spoke to Homer about starting a course in IBM Products at Plant #2. I would like to see it offered so we could get at least a small start

in Factory Hdqt activity at Washington. Homer
didn't seem too favorably impressed with the idea.
Did not send him material to go over. Went over
the whole situation with Mrs. Kilpatrick this
afternoon & she is very much relieved about the
prospects of having medical classes in IBM Product.
It was a beautiful sunny day in Washington
very much like spring. At 4:00 we started
the 2nd group in T.P.T. We held them in
the lounge room - it's a good thing Charlie has
a strong clear voice for the room is very
noisy. Homer guested again & I spoke briefly.
Homer seemed very much pleased with Charlie's
approach. Discussed Job Methods, Follow-up with
Homer. Left the plant about 5:00 & got a cab
back to the hotel. Checked out & got a cab to
the station about 6:00. Had dinner at the Grand
Union Station also wrote some cards to Rue,
Jack, Johnnie V. & Johnnie Snover. My train left at
7:00 for Philadelphia - had a chair in the parlor car.
Prepared a report on the activity at Plant #2. Got
off at 30th St. Station in Philadelphia & took a cab over to
the Reading Station. Met Eddie Cook - checked in at
10:00. Put bags on the train & then did some
shopping - got Pat Peggie and a bite to eat.
Eddie turned in at 10:00 & returned to the

Train about 11:00. Tried to solve the puzzle & did some reading. The train left at 11:45. I turned in about 12:15 - was tired enough by then to sleep even on the rollers.

2/29/44 TUESDAY:

Porter called me at 7:00 - I hurried around - got a cab out to the home about 7:35 - Babs hadn't left for school so I saw the whole family. Had breakfast & then shaved & dressed. Mary drove down & got Mrs. Bennet the cleaning lady. Mary has been a very bad head cold. Drove down to the Office about 8:45. Left the car at Smith's Garage to be washed & lubricated. Sent a proposal on IBM Products to Howe at Washington this morning. At 12:00 I walked over to the Hotel with Clem & Van to Rotarian Meeting. Dean Spencer from Syracuse talked & gave a very interesting talk on "America as I saw it" At 1:40 - I walked back to the Office with Van. Called Smitty & had him bring my car around - drove him back - stopped over to the Union Garage - paid bill, had tire changed around & a new head light installed. Decided to get another tire recapped - stopped by the house on way

over to Binghamton to get Mary - but she didn't want to leave Mary Lou. Called Mr. Farman at IBM & arranged to have my tire recapped at Tom Lawler's in Binj. Drove over to Lawler's & left the tire - waited while they inspected the casing - was glad to find it good. Stopped at Thompson's & enquired about having the car painted. Got an estimate of $85.00 for an enamel job. Stopped back home about 4:30. Drove Mrs. Barnet home & returned to Office about 5:00. At 6:00 I went out for a bite to eat with Earl Kaufman & Mac Almon. I stayed at the Office & worked with Earl until about 8:30 or Dec. Mgr. Then I went over to the class room in the factory & sat in on the Management Conference that Mac was conducting. Came back to the Office with Mac at 9:15. Came on home about 9:30 - took Mac home. Mary & I spent some time going over the income tax form again to-night. Read the papers & turned in about 11:15.

3/1/44. WEDNESDAY:

Colder to-day & snow flurries. The alarm clock in on the blink & didn't go off this morning. It was 7:40 when we finally woke up. Barbara missed her school bus. I hurried around & took Babs down with me on my way to the Office - got her there just in time. Had a busy morning - interviewed a Miss Adams for the job that Joe Mosie left to go into Service. Had lunch at the cafeteria with Ray. Spent most of the afternoon getting things lined up to take to Rochester to-morrow. Went over some slides with Bruce Buckler. Also went over to see Mr. Collord the P.M. about Miss Moore. Also having Miss transfered to the N.Y. Payroll. Call Cliff Bamis about going to Rochester with me but he couldn't make it. At 5:15 I drove over to Binghamton & got my tire I left Yesterday to be recapped. I was surprised to get such good service. Was back to the Office by 6:10 & stopped for gas. Met Dr. Tolbert from Syracuse Univ. who is starting a class in Educational Psychology to-night. At 6:25 I drove over to the Hotel to the Lions Club. A Mr. Whipple

from Binghamton spoke to us on new gadgets – post war cars, homes etc. It was quite interesting. Stopped back to the Office about 8:15. Saw Ray & Dr. & had a short chat. The first class in Educational Psychology got off to a good start. Loaded the things in the car to take to Rochester & then drove home about 9:00. Mary & I spent some time again this evening on the Income Tax. Mary had gone over it to-day & we find we can save about $30. Mary is getting to be an expert on Income Tax. Received a letter from Betty to-day. She had received the pictures I sent her & was so appreciative of them. Read the papers & worked some puzzles. To-bed. 11:30.

3/2/44 THURSDAY:

A very cold day – 4° above zero this morning on our back porch. Got up at 6:30. Left at 7:45 for Rochester – a beautiful clear cold morning. The roads were good & I made fairly good time – got to the IBM Plant about 11:00. Was surprised to meet Joice (Mrs. Hayes) in the personnel waiting room. Mike was in

a session with Mr. Campbell & some of the other men on the trail writer they have been working on for some time. Scott Cass called & got me a room at the Seneca Hotel. Oh Yes - I called Mrs. A. before leaving this morning & sent a wire to Larry at Syracuse asking whether Chas. & was ready. I got an answer back this P.M. that it isn't so that means I don't return by the way of Syracuse. John had arranged for me to meet Dick Eisenhart at the Chamber Bldg. for lunch. John had a lot of work to do so I rode down with Dawson & Anne Mc Millian - they were attending another meeting at the Chamber Bldg. We met Dick & I introduced Dawson. I attended the monthly meeting of the Public Affairs Forum with Dick & met some of the Roch. Stg Exc. - only seven fellows at the meeting. They had an interesting session on the subject of the forth coming presidential election. At 1:30 I rode over to Bausch & Lomb's with Dick - met By Hill their training director whom I had met at Lake Placid. I discussed training with By & a Mr. McDaniels who work with

him – invited them to come to Endicott to visit our Dept. of Education. About 2:30 Bey took me over to Dick's Office & I showed them the Executive Training Manual which I had brought with me. They seemed very much impressed with it. Bey took me back to Ray Welch's Office whom I had met earlier – their Mike Leya & Davison were discussing physically handicapped people with Al Davis who is in a similar position as Mike, with Bausch & Lomb & Tony one of their blind workers. I was surprised to learn that Bausch & Lomb have prepared some instructional material in braile – just on inspection procedures. Mike had Joice with him. A little later Austin Mills who is manager at our IBM Sales Office here in Roch. stopped in for Mike & Joice. I met Austin this noon at the Chamber Bldg. I returned to the plant with Davison. Had a short session with Tom Collester, Davison & Jim on the Managers Conference. I'm trying to get them interested in doing the same thing at Plant #3 as we are doing at Endicott. ~~Mike~~ Also showed Tom the Jay Cee Executive Training Manual & asked him about having it

Typed on the special E.W.H. Machine with the justification feature for the Ritted margin. He wants me to show it to Mr. Campbell in the morning. Met Mr. Drake who is the instructor for Taylor Instrument Co. who is instructing our Effective Speaking class at Plant 3. Had supper in the cafeteria with Mr. Drake, John, Mr. Abel & Dawson. At 6:30 I attended the opening of the Effective Speaking Class - Dawson presided & introduced me - I talked a few minutes to the group & then he introduced Mr. Drake the instructor. We sat in for about a half hour & then went over to the Prec. Assessment class which was also starting to night. John introduced me & I gave the class a little of the history of the Prec. Mfgr. Text. I really enjoyed talking to the classes. It seems John's program is getting off to a good start. After the class John had Mr. Abel, Dawson & I preview a film put out by Pratt & Whitney called "the Foreman Job". It was a darn good movie. Left the plant about 9:00 - Mr. Drake rode down town with me & showed me where the Hotel Sheraton was - also a garage where I could leave my car. Tried to call

Mike at the Hotel Cadolic but he wasn't in. Also called Paul Roberts but found they had moved out to Pittsford & also they weren't home. Took a walk around a few blocks, had a bite to eat & returned to the Hotel about 10:10. Wrote a card to Betty & wrote these notes. To-bed 11:20.

3/3/44 FRIDAY:

Got up at 7:00 - after I got dressed I called Mike Inga over at the Cadillac Hotel. Mike arranged for he & Joyce to go back to Endicott with me this morning. I was sorry to find it snowing quite hard this morning. Had bkf. at the Seneca Hotel. Walked over to the garage & got my car - drove out to the plant - got there about 8:20. Called Jack Bensyl & went over the Products Material I had brought up for his IBM Products Class. About 9:00 Tom Collister & I went in to see Mr. Campbell about the Executive Training Manual. He seemed much interested in having it typed on their special P.S.M. Machine with a right hand margin justification feature. Had a very enjoyable session with Mr. Campbell - he asked me to always let him know when I was

coming to Rochester. Jack Bundze had brought in some of his 140 scale electric locomotives. He brought them over to the personnel office & showed them to me — they sure looked nice. When called & said he would be out about 10:00 — He & Joyce arrived about 10:00 & we left right away for home. It was still snowing & the roads were very slippery. On Victor, just this side of Rochester, I had to stop quickly & slid into the car ahead. Didn't seem to hit hard, in fact the car I hit didn't even stop so I didn't either. However a few miles farther along I got out to see what really had happened & was much surprised to find one bumper guard gone, one fog light smashed, one side of the radiator grill smashed in & the right fender bent. The bumper of the other car must have come right over the top of my bumper. So I felt sick about it, for it is so expensive & all most impossible to get parts. It snowed all the way — coming down the lake road the west side of the road got pretty heavy driving & I was nearly out of gas. Just made it

into Ithaca. We stopped for lunch in Ithaca. We were quite concerned about getting up the hill out of Ithaca - took the wrong road first - went up the hill on the way out to Syracuse. Had to go back down town & up the right road. The hills were well cindered so we made it O.K. Stopped in Owego to see about getting parts for the car. Could get them all except the fog light. Drove Mike & Joice on over to Mike's home in Binghamton. Stopped at the Buick Garage on my way home - they also had the parts for my car so I got them right away. The grill, just the right hand section cost $15.00 alone. Cost me $18.75 for parts & that don't include the fog light. Called Mrs. R. at the office to check on things also called Mary. Stopped in home - Mary drove me down to the office & she went shopping. Dwayne was at his office - I wanted to see him but he was tied up in a meeting with Kirk. I waited & rode home with Dwayne & Clem at about 6:30. Had a chance to tell Dwayne about things at Rochester. After dinner to-night I went out & put the car in the garage - had to shovel the drive & use ashes to get up the drive. Brought

the tire I just had recapped in the house. Cleaned it up & put one coat of white sidewall paint on it. D Wayne called this evening to ask a question about the income tax blank. About 8:30 the guards at the plant stopped by with a telegram for me from Arch Davis. Nichol had asked him to see me & go over the Executive Training Manual so he asked me to come down next Tuesday to see him. To-bed 11:30.

3/4/44 SATURDAY:

A dull partly cloudy day. Got up at 7:30 - drove down to the Office about 8:30. Called Paul Dewell at Poughkeepsie - plan to meet him in N.Y.C. at the T.W.I. Office on Monday. Had him make reservations for me at the Nelson House. Tried to contact Dr. Davis, president of Stevens Institute to invite him to give the graduation talk at Van's Cost. Engineering graduation on March 15th. We learned that Dr. Davis was in Wash. D.C. so we gave up. Van then asked me to call Dr. Mark Ellington at Rochester, NH president of Rochester Mechanics Institute. I called him & he seemed pleased to accept but

asked that I arrange transportation, he asked about a company car at Roch. plant. That gave me the idea of inviting Norm Collister. I called Dwayne & he liked the idea so I called Norm & he was very willing to do it - in fact he seemed much pleased over it. Norm asked me whether I knew that Mr. Watson had just made a sizeable donation to Mechanics Institute. I of course didn't know & then wondered if Dwayne knew. I asked Dwayne this evening & he didn't know either. Charlie Bergatis stopped in the Office this morning - he was back from Washington for the weekend - had a favorable report to make on the progress he is making with T.M.T. at Washington. I had Mac come in & we went over it quite thoroughly. Called Homer this morning at his home - he stopped in about 10:30 - Mac & I discussed the T.M.T. follow-up plan with Homer. He is all set to use it at Washington. I discussed with Homer the starting of an IBM Products course at Washington - was pleased to learn he had talked with Eddie Bray about it & is interested in having the course offered right away. Armstrong was at the school this morning & talked to a combined session of all the schools. I wanted to hear him but was too busy. ✠ I spoke to Mac Allison

This morning about his increase & changing him to the N.Y. Payroll. He seemed real pleased. Filled out a confidential form received from the U.S. Navy this morning giving a report on Ray Jarvis. It looks like Ray is going to end up as a Navy Officer. Bill Regis stopped over to the Office & got some speech material I had received from Doug Bagnell at Wellsboro. Drove home at 12:30 for lunch. Called Charles DeVeau & asked him to come over & help me take down the train platform. Charles & I worked all afternoon on it - it was a bigger job than I had anticipated. Mary down to Bonjantown shopping - left Babs & Mary Lou with me. Babs helped me some packing the model house. Ben & Betty Myers stopped in to call & to see the baby seat for the bicycle which they had inquired about. They had been skiing & were all decked out in their ski togs. Mary came home about 5:00. Mary & I went to the Dinner Dance at the Homestead to-night at 7:00. It was a real nice party - I enjoyed it very much. The hydro-Service girls & Cust. Engineering fellows were the recipients of the party. The

IBM Band & orchestra won the music. Enjoyed dancing again - it's quite a novelty these days. Mary & I left about 11:30. To-bed 12:15.

3/5/44 SUNDAY:

A beautiful bright sunny day. Got up about 8:15. Helped Mary some with Breakfast. Dwayne called this morning and advised me that he was having the IBM Station Wagon take him to Syracuse Monday - also indicated it might be well for me to call Larry so he would have the Prec. Mgmt. Material - Chap. #4 which he has, ready to send back with Bob Wheeler. Went to Church at 11:00 - to First Presbyterian at Endicott. Heard Rev. Bullock, the elderly white haired minister they have serving temporarily at the church. He gave a very good sermon - I was really surprised. After church I stopped down town for the paper & a shoe shine - then stopped at IBM to call Larry Seffern at Syracuse - called from the main entrance. Told Larry, Dwayne would be in Syracuse Monday & arranged to have Dwayne get Chpt. 4 of Prec. Mgmt. Called Dwayne & got the arrangements all

settled. Got home about 1:15 - it was a beautiful day. I helped the kids into their new suits & took them for a short ride on their sled. Took a few color shots of them. Mary had dinner about 1:30. After dinner I changed back into my old clothes. Helped Mary with the dishes, put the tire I just had recapped & which I had just painted on the right rear of the car. Backed the car out - sweeped the dust - cleaned the rear deck inside & the sun tubes. Then took out the electric clock & took in the home. Had a devil of a job getting it apart - couldn't get it all apart - put some oil on it & put it back together again - it seemed to work OK. Pearl Ward & Bland Hubbard stopped in to call. I took the ashes out & filled the coal hopper on the stoker. About 5:15 Fredie & Lillie Joyner stopped in to call. Hadn't seen them in ages. Charles DeVault & his brother stopped in - Charles wanted me of the models to work on, but I didn't have time to get it for him. Fred & Lillie left about 6:30. I hurried around, dressed, had a bite to eat & then drove down to the Hotel Frederick. Paul Hamlin had

called a Jay Cee Board Meeting. Got away from that about 9:00. Took some ice cream home for Mary. Packed my bag to leave for N.Y.C. Called Dwyer to ask what he had done on the Educational set-up at 590. Mary drove me over to the station about 10:30. Met Warfield - the fireman who was fired from IBM a few months ago. He is now working for Amsco. Had quite a chat with him. Harry Bevier came in & joined us. I got my upper transferred to a berth on the Syracuse car. Then about 11:30 McCulloch came in & asked me to show the drawing room with him which I did. Mary & I got on at 11:45 - turned in about 12:15.

3/6/44 MONDAY:

A bright cheerful day. Got up about 7:30 - Mary left on a call for 7:15 so I let her get cleaned up & ready to go first - he had to make a train for Poughkeepsie at 8:30 from the Grand Central. Had breakfast at the Parkview Restaurant in Hoboken. Ferry to 23rd St. & a taxi to Grand Central - checked my bag & then took a cab on up to 11 W. 42 nd. St. I forgot the T.W.I. Office was right within

walking distance of the Grand Central. I got there about 8:45 & the T.I.T. Institute was scheduled to start at 9:00. Met Hap Johnson, Sam Magill & Art Woodard all old T.W.I friends of mine. Art was the Institute conductor. Paul was late in arriving - the session started about 9:10 & he got in about 9:35. The train was late coming down from Poughkeepsie. Had a recess about 9:50 - I had a chance to introduce Paul to Sam, Hap & Art. Also spent a couple of minutes on the side giving Paul a tip or two on the T.I.T. Institute. I left at 10:00 - walked up to 43rd. St. & got a couple new puzzles. Then walked down to the Grand Central & got the 10:25 local for Poughkeepsie. Boy I never knew there were so many stations on the N.Y. Central lines N.Y.C. & Poughkeepsie! Got into Poughkeepsie 12:57. Took a cab up to Nelson House. Had some lunch - met Mgr Troy, the old white haired man, in the office shop. Had a nice chat with him - he asked to have the rent raised from $100 to $125 a month on our class room we rent from him. I explained they aren't used as much now as they used to be. Called Wilbur from off my room -

Also called Bibby & tried to call Jim Hess. Took a cab down to the plant at 2:00. Went in to see Jim & discussed with him the set-up on the manual for the Grande Ronde also his Wages Conference outline. About 2:50 I walked down to the lower plant to the clam room with him. Jim ~~set~~ led the group in a discussion on Production Control. It was pretty much a lecture for Jim - however there was a few questions asked along the way & it helped a little to get question started. I slipped out of the meeting to call Bill Main & Flacker - they promised they would be down to the session but didn't show up. Also called Leland Brown about his session on Thursday. The session ended at 5:00 - I summarized it briefly & closed the session. Walked back up to the upper plant with Jim. Went in to see Leland about his session on Thursday. We went over the outline he had tentatively arranged. At 6:00 I got a ride up to the Hotel with Bill Hilbert, Leland & a couple of other fellows. Got a hair cut - cleaned up a bit & at 7:00 Wilbur stopped by for me & drove me out to the Friends Church on Hooker Ave. to attend the meeting of the Men's Club of which Paul Denell is president.

Paul had returned from N.Y.C. for the meeting. Will & I were a bit late - they were eating when we arrived. Met Rev. Stanley of the church. Tom Fay was the speaker of the evening - he gave a resume of the Junior Achievement movement in Poughkeepsie. I heard a little about it but didn't know it was so active - there are 7 companies in the city of Poughkeepsie with 15 boys & girls in each company. Tom is one of advisors for one of the companies. After the meeting Tom drove me over to the work shop for his company which is on College Ave. Bill Hilbert & Tom Scofield of I.B.M. were there - they are also advisors. Bill Sutherland was also there checking on the safety of the equipment. They have a small wood working shop & the boys and girls were busy on producing paper stands which is their product at the present time. I met Mr. Frick who is the organizer for Junior Achievement in the Poughkeepsie area. About 9:30 I walked back to the Nelson House. Did some reading - looked over the Jr. C. of C. Executive Training Manual material. To-bed 11:30.

3/7/44 TUESDAY:

A rainy day — up at 5:45 — hurried around checked out of the Nelson House — took a cab to the station. Paul Darell was there waiting for me — we had a bite of breakfast. Took the 6:37 train for N.Y.C. Paul & I talked business most of the way — I'm more impressed with Paul the more I talk with him. He seems to be taking hold of the training job very well. I was surprised to learn he had a course similar to the T.W.I — U.I.T. Institutes when he was with Buick. Got in Grand Central about 8:30. Walked over to the Roosevelt Hotel where Paul was checking in for the balance of the week. I checked my bag there — in case I had to stay over. About 9:15 I took a cab up to 590 — W.H.Q. it was raining quite hard. I went directly to Arch Davis' office — was surprised to learn that Mr. Watkins is no longer with Arch — I didn't learn where he is. Arch wasn't in — came in about 9:45. His secretary Mrs. arranged for me to see him right away. Arranged with Arch to go over the Executive Training Manual as soon as Mr. Watson left which was in about a half hour. Called Mr. Wagner & had

him cancel my reservation for Tuesday night & get me a chair on the 4:40 train out of Hoboken for Binghamton. Spent 2 hours with Art Davis on the Executive Training Manual - he went over it very thoroughly & gave me many helpful suggestions. Left his office about 12:30 - picked up my reservations at Wagner's Office. Then took a bus down to 42nd St. Went to the Oyster Bar in the Grand Central for lunch - had my first Oyster Pan Roast - it sure is swell. Took a bus on down to 80 Broadway to the Offices of the N.Y. Ordnance Dept. Saw & met Major Bissell, he introduced me to Mr. Norton & Mr. Cooper. Mr. Cooper went over some manufacturing description manuals with me to give me an idea of what they want on the manual for the M1 Garand Launcher. Left there about 3:20 took a subway to Grand Central - walked over to Roosevelt Hotel - got my bags & then took a cab to 23rd St. Ferry. Got over to Hoboken about 4:15. Met Mr Cullard on the train - changed my seat & sat next to Mac. Mac & I had dinner about 6:30 in the dinner. Harry Stoddard was

also on the train. She told me IBM had sent him down to Tenn. to see his son who is in an Army Hospital there. I also saw Mrs. Steve Attaway on the train - had a short chat with her - she had been to Philadelphia to see Jim, Lt. (J.G.) Attaway. I wired Mary before getting on the train to let her know I would be arriving about 9:30 in Binghamton. The train was about 10 minutes late. Grace was there to meet Mac - I called Mary & found she had gone asleep - received my wire about 6:00. I rode home with Mac & Grace. Got home about 10:00 - Called Dame Bibby at the Homestead & told him about my visit at Poughkeepsie and that I didn't think it necessary to be there on Thursday. Dame agreed but I was surprised to learn that he had received a negative report from Bill Mair & Klechler on the Managers Conference. Dame agreed with me, it would be better if Bill & Harry would attend them. Read the papers & talked the days activity over with Mary. She had a bridge party for some of the girls to-day. To-bed 11:30.

3/8/44 WEDNESDAY:

A cold day - got up about 7:15 - Drove down to the Office about 8:45. Dewayne was out of town to-day. Had a busy morning getting caught up on my mail. Bill Higgin stopped over about 11:45 - told him about my session with Dick Davis on the Executive Training Manual yesterday. Had lunch with Bill at the cafeteria. Oh Yes - I sat in on the Managers Conference this morning for the last 15 or 20 minutes from 10:40 to 11:00. Mgr reports that the main complaint from the Managers is that Top Management don't use them the way they want them to use their employees. In other words Top Management don't practice what they preach. Mgr & I are undecided as to just how to pass this along to the proper parties. We both agree they should know it without being told. - After lunch I stopped over to see Mr Cullock about my income tax form - had Mr check it over. He convinced me that it would be just as well for Mary & I to file a joint return. Wrote a congratulatory letter to Mr. Pickel this afternoon on his recent appointment to a special asst. to Cordell Hull, Dept of State.

About 9:30 I drove down to Union Garage - took Mrs for a short ride to show him the movie the speedometer cable maker - also asked him to try to get me a fog light to replace the one I had broken. Drove on out to the home to get my movie camera & projector. Got back to the Office about 5:45. Drove down to the Hotel to Lion's Club at 6:20. Didn't stay for the entertainment - returned to the Office about 7:30. Ray & I set up & shot 5 titles to be used in the movie of the Christmas Party at the hotel - we still haven't shown it to the people at the Dept. of Education. Came home about 9:00 - Pearl Ward & Blanch Strickland rode home with us. Read the papers - Mary called Myrtle & wished her a happy birthday - her birthday is Saturday the 11th. To-bed 10:40

3/9/44 THURSDAY:

A cold, windy March day - got up about 7:20 - called Clem after 8h. he wanted a ride down so Mary decided to drive us down. - She & Mary Lou got ready to go shopping - drove Clem & I to - work about 8:45. Had a very busy day. Dwayne was back - but I didn't get to see him until about 3:00. Had lunch at

the cafeteria about 1:00. Went over to see John Barton at 4:00 regarding a letter he had sent over for me to answer. At 5:00 there was a Managers meeting - John Barton told me of the poor showing the IBM Employes had made in the Red Cross Drive - I felt a bit ashamed of my contribution of $5.00 - it should have been at least $10.00 - I rode home with Dwayne & Clem about 6:15. Mac Almon also rode home with Dwayne. Dwayne said he had given $40.00 & Clem $25.00 so I decided I should give at least $15.00. Mary agreed with me. I told Mac this afternoon about the increase I had given him. $30/Month increase. After dinner this evening I showed the kids some movies & then finished up the movie film in the camera on some acrobatics - Bob standing on her head etc. Did some work I brought home from the Office. To-bed 11:20.

3/10/44 FRIDAY:

Another cold windy day - up at 7:20 - drove down to the Office about 8:30. Earl Kaufman & I went over to the inspection dept. & discussed with

Ken Hoden, Chapt. 4 of Prac Mgmt. II. Ken had gone over it carefully & believed it too technical. I worked the rest of the morning with Earl getting the illustration layouts for backgrounds. Had lunch at 12:30 in the cafeteria. Mgr graduated another group in a Managers Conference this afternoon - I had meant to attend but was too busy. Mgr stopped in about 4:30 & told me all about it - Jimmy Johnston & Bill Lewis were there & the subject was Human Relations. It seem the Manager really opened up on Bill & Jimmy. They brought to the fore the very things that have been prevalent in practically every group I manage - namely that I wanting top management to treat them the way they are to treat their employees. They merely put some embarassing questions to Jimmy & Bill and Mgr said their faces were merely red. I was glad to hear it, for now the things that Mgr & I wanted Jimmy & Bill know have been brought directly to them from the manager. I sure am sorry I missed the session. Mgr says that will probably never be repeated again. I gave Dwayne

a brief verbal report of it so he would be informed. Came home for dinner about 6:00. After eating I walked up to get Cleo to come this evening to stay with the kids. Stopped in to see Johnny Howell on the way back. Johnny is home on his first furlough from Sampson Navy Training Station. He sure is pepped up over the Navy. About 7:20 Mary & I drove down to the Office. Earl brought his wife back with him & she and Mary went to the movies while Earl & I worked on Pres. Mess. The girls didn't get back until about 10:40. Earl also showed me how to work the Prisoner's Puzzle. Boy that sure is a son-of-a-gun! Stopped for some ice cream on way home. Read prayers & To-bed 11:45.

3/11/44 SATURDAY:

Clear & warmer to-day - got up about 7:30 - drove down to the Office about 8:45. Had a very busy morning - went over to the factory twice to help Earl & Charlie with their picture taking - They were taking pictures of the Magnaflux equipment for Pres. Mess. II. Paul Robert

stopped in to visit me about 11:30 & I was in the factory. Ray showed him & another Lieutenant who was with him then the school. I finally saw them in the cafeteria - didn't go to lunch until about 1:00 & they were about finished by then - so I only had a few minutes to talk with Paul - introduced him to Earl Kaufman. See! I was so sorry I didn't have a chance to really spend some time with Paul. I would have enjoyed so much telling Paul about the work we are doing at the school now. Dwayne & Alan happened along so I started to introduce them to Paul and learned that they had already been introduced. And much to my surprise and grave disappointment not to mention my embarrassment Dwayne started in on a long line of sarcastic remarks about me & my work - just kidding I come - but boy how he can put it out - even answered Paul's inquiry about my draft status by saying "Oh - I'd tried to get in the Army but they won't take him." Not even correcting the statement.

He did say very briefly, after I had been reduced to about an inch high in the eyes of those present, "that Frank was doing a good job". Paul had to hurry away so I only had a few minutes to talk with him. I came back to the office so disappointed & embarrassed that I didn't know what to do. Stopped in to see Ray & he counseled on the very rude & inconsiderate treatment I had received from Dwayne in the cafeteria. I told Ray if I ever did anything like that with him I certainly wanted him to tell me about it & I would surely apologize. After talking with Ray I was determined I should see Dwayne & tell him how I felt about it. First I counted to about 50 or 100 to let myself cool off & then I went up to his office. As is always the case he was too busy to see me & made me feel that I was taking up his very precious time — he had a letter to write & had to get home. I told him I would appreciate a few minutes, that what

I had to tell him should be dismissed right away so he said go ahead. Boy he sure was surprised when I told him that he had destroyed more prestige & respect for me in the eyes of Ray, Cliff & Earl than I could rebuild in probably several months. I told him just how I felt about the whole affair - he was more apologetic & said he was glad I had brought it to his attention. Said I was absolutely right & even wanted to speak to Earl, Cliff & Ray to correct it. I asked him not to do that as it would only point the whole thing up & make it worse. I told Dwayne he certainly had me at a great disadvantage on occasions like that, for the things I could say in defense of some of his slips stick before I would say in front of members of our Dept. since to do so would perhaps destroy some of the respect & dignity which he should hold as Director of Education. He seemed to appreciate my bringing this to his attention - I really hope he did, for I don't like these things to take place & I hope it never does again.

I told Dwayne that I didn't want this to mean that we couldn't kid each other anymore - that it was good relief from the tension which we often build up in line with our work. He admitted that he felt the tension & that his office had plenty of it this week. I sure felt a lot better after having it all out with Dwayne & I like the way he took it. I just hope the whole incident didn't jeopardize my status with our Dept. of Education org. The thing which Dwayne did in the cafeteria would, so I guess I had to do just the thing I did. It was all very unfortunate for me. I stayed at the Office this afternoon & worked with Earl Kaufman on Prec. Mgmt. Mary called about 3:30 & said a man had called about delivering coal - I called Kellogg Coal Office & the girl said it was not me from there so I am sure it was a mistake. Called Mary back - she stopped home for me about 4:00 - We went to the De Ventis' - Mary had left the girls there for Edward's birthday party. Had a nice visit with the De Ventis'. Connie told

me the last bought Van Dusen home for $9000,00. He seemed quite pleased about it. Boy, the kids sure had a swell time! We came home about 5:30. Mary & I went over to the steak shop in Johnson City at 7:00 & met the Malmos, the Brandes & Drs. Leon. We stopped by the Buick garage first & got the boy light that I had wrecked. Had a nice evening with our old Binghamton friends. I wore my bunbury & Alf & Freddie kidded me a little about it. Had a swell steak & then went to see "The Purple Heart" - a very good picture. Home about 11:20. Read the papers & Life - To-bed 12:15.

3/12/44 SUNDAY:

Partly cloudy & cold to-day. Got up at 8:00 - Babs & Mary Lou crawled in with Mary & I for awhile this morning as usual. Mary took Babs & Mary Lou to Sunday School at 10:00. I worked on the Executive Training Manual most of the day. Helped Mary some with dinner - after dinner I took out the ashes & then fixed up the kitchen chairs for Mary. They

had dried apart so I glued them to-gether. About 3:00 Mary drove Babs & Mary Lou over to Binghamton to the movies. I stayed here & revised the Executive Training Manual. Mary got back about 6:00 — I helped her with supper — Johnny Stover stopped over — stayed most of the evening. I let Johnny work some of the puzzles. He sure likes being a sailor. Paul Mysnier called this evening about the Jr. C. of C. Meeting to-morrow evening. Turned in 10:30.

3/13/44 MONDAY:

Clear & warmer to-day. Botsy at 7:15 — drove down to Office about 8:15. Mrs. A. was out ill to-day so Nella Bimm acted as my secretary. Geo. Way arrived from N.H.P. this morning. At 9:00 he & Van had a school opening for a group of 40 some Customer Engineers. This group was all fellows from the factory 36 from Plant #1 & 6 from Plant #4 at Poughkeepsie. Dwayne, Bud Austin & I all spoke the briefly. Charlie Cheney wanted to use my camera so I drove home at 12:15 for lunch & to get the camera. When I went back I stopped over to Union Garage for gas — stopped at Ben

Hansen to get a lens for my fog light. Was glad to learn I could get what I wanted. Call Paul Dewell at Poughkeepsie this afternoon & arranged to have Ray spend next Monday & Tuesday with him at Plant #4. Got a card from Dave Sanford to-day. Sat in on a Managers Conference from 3:15 to 4:00. Paul Manieri stopped over about 4:00 to get things lined up for our JayCee meeting to-night. At 4:15 I took Bob Sheridan in to see Mr. Alton — he had never been formally introduced & I thought it was about time. Had a nice chat with Dwayne. At 6:30 I drove over to the Hotel for the JayCee Meeting. Was surprised to see young Doug Campbell from Poughkeepsie at the Hotel — I didn't know him at first — he is in the new Customer Engineering Class that started this morning. He has been working at our plant in Poughkeepsie. Doug told me about the F.B.I. catching two fellows at the plant who had carried out 30 cabine rifles. Our JayCee meeting was late in getting started — Pres. Paul started it at 7:30 but our guests — Geo. Miller State President, Joe Washinder Nat. Director & Bill Snyder State Sec.

I the Jr. C. of C. arrived about 15 minutes later. Geo. & Joe both spoke to our group. I gave a report on my Executive Training Committee & presented the idea of a Governmental Forum for our Local Jaycee organization. It was well received by the boys. The meeting ended about 10:30. Dave, Bill Higgins, Russ, Trey & I took the visiting Jaycee's around to the Main St. Grill for a couple of beers. That session went on until 1:15 - We really got acquainted with Joe, Geo. & Bill. They are all swell fellows. Got home about 1:30 - Mary was still awake - she had been to the Harmony Circle Meeting with Bernie Hager this evening. To bed 1:30.

3/14/44 TUESDAY:

Clear & warm to-day. Got up about 8:30 - couldn't sleep any later. Discovered first thing that the stoker had broken - the furnace was all filled up inside but no ashes would come out. Mary called the service man to come & fix it. Drove down to the office about 9:20. Had a very busy morning - Mrs. R. was back & I had a lot of mail to get caught up on. I got a call

from Eddie Bray at Washington this morning I was glad to learn they have 150 people at Plant #2 enrolled for IBM Products course. I am planning to be there next week for their first classes. We are sending materials from the school for their instruction to me. Eddie is going to assist in getting them started. Bill Huggins stopped over & went to lunch with me - we drove down town & ate at Collins Restaurant for a change - I drove on over to Union Barge & got some gas. Bill stayed down town & got a hair-cut. When I got back to the Office Paul was in my office with Joe Warwicke. Joe had been with Paul in the plant all morning. I gave him a fairly complete picture of our Dept. of Education & showed him thru the building. About 2:00 Dwayne returned so we went in his Office - introduced Joe & they got into quite a discussion. It seems Joe plans to see Mr. Watson on getting some funds for the Jay Cee work & wanted some advice. I enjoyed the session very much. I had seen Joe the day of the Executive Training Meeting - he thought it was swell. Got a call from Roy Hill at Bamag

& Lomb in Rochester this afternoon — he & his assistant Mgr are to visit us on Friday. I asked him to call Dick Eastman & have Dick come too if possible. We had about an hour or more with Dwayne. Showed Joe the Visual Aids Dept. & had Bruce go over their set up with him. Paul asked me to take Joe over to Binghamton — he is at the Bay. Jr. C. of C. meeting to-night. Drove Joe over to the Arlington Hotel about 4:30. Oh Yes! Joe mentioned the Annual Meeting of the U.S. Jr. C of C. at Omaha in June. Acton said if I was a "good boy" from now until then he would let me attend. Boy I sure would like to go! Stopped at Tom Lawler to ask about getting my 4th. tire recapped but found they had no more Truck Rubber so I decided to wait awhile. Stopped at Grayson & had an estimate made on straightening out the front of the car & also a rear fender — got a price of $18.00 which is the best so far. Found that I could not get the car painted now — no paint! Stopped by the Buick Garage & got a seat for the car — a piece of trim for the rear fender. Stopped by the house for supper & then

returned to the Office about 7:00. Earl & I proof read Chapter V of Pres. Affair. II this evening. Finished about 9:30. Home at 10:00. Oh Yes. The men were here & repaired the stoker this afternoon — had to put in a new clipper ring & drive gears. They sure made a mess in the house — dust all thru. I started the fire place for Mary before returning to the Office at 7:00 — Read the papers & to-bed at 11:15.

3/15/44 WEDNESDAY:

Dull & rainy to-day. Got up at 7:30 — drove down to the Office about 8:40. Stopped by Clem as I had called to go with him & then Mary decided to drive me down. It was raining & freezing some this morning, but Mary took the car & she and Mary Lou went to the beauty parlor in Bisy. Had a very busy day at the plant. Called Mr. Harold Cook & Mr. Karbuff at the Sintilla Magneto Works in Sidney about taking some pictures of their brush analyzer. Arm is broken & away for repairs. At 12:00 I walked down to the hotel with Bill Higgins, Ed Reddy & some of the boys to attend the joint service

club Meeting. Ray Jarvis met me at the hotel - Ray was my guest at the meeting. Mr. Kirk presented the club with a set of flags of the 36 Allied Nations on behalf of IBM. It was a good meeting - Ben Hyson was there with Ken Bartlett from Syracuse. I sat with them. After the meeting I introduced them to Mr. Kirk. Saw Mr. Alton & he insisted I have Bartlett stay for the Graduation to-night. Ben & Bartlett returned to the school with Ray & I. Ben had Bartlett come down to see our whole program so Ray & I really gave him the works this afternoon. He seems like a swell fellow. At 4:30 Ben & Ken went over to Ben's Office at the high-school. I got a ride home at 5:10 with Ray. Got my car & returned to the Office - met Ken Bartlett & drove him up to the Homestead where I had made a reservation for him. A very rainy evening. Came home - cleaned up a bit & at 6:45 Mary & I drove up to the Homestead for the graduation. I took my razor up for Ken to use - he had none with him. It was a big party - about 350 -

graduated about 37 Customer Engineers. Dr. Mark Ellingson of Rochester Mechanics Inst. gave the graduation address. He gave a good talk. Told about my calling and asking him to come for the occasion — tied it in with a couple of stories. Norm Collister drove down & brought Dr. Ellingson with him. Had a nice chat with them after the graduation. Enjoyed the party very much. Bid Bartlett good-by as he was leaving early in the morning. Drove home about 11:30 - To-bed 12:00.

3/16/44 THURSDAY:

A very rainy day - rained most all day. Got up at 7:30 - drove down to the plant at 8:30. They started painting the inside of the school green to-day. Kay & I thought it looked terrible at first, but the more they do the better it looks. Had a busy morning. Called Karhoff at Sentilla & made final arrangements for Earl & Charlie to go up & take some pictures of their Brush Analyzer. Had the IBM Station Wagon drive them up - leaving at 1:00. I drove home for lunch as I had some things

I wanted to get at the home. Got back to the plant about 1:30. At 2:00 I had Bill Lein, Jenny Johnston, Bert Kintner, Ly McKeen, Sam Knox & Shorty Baird over to preview a film - colored movie on Federal Seal Indicators. They liked the film - we are going to show it to all the Inspection Managers. Eddie Bray called this afternoon & informed me that they now had about 200 enrolled for Products. Said they weren't starting classes until next Thursday. I decided to go down a week from this Thursday instead of this next Tuesday. I learned to-day that Mr. Watson will be here next Wednesday so I'm going to plan to be here while he is in town. About 4:15 I drove over to the Union Garage to get my tire checked. The guy just filled out the form - didn't even look at the tire - some racket. I got my new gasoline ration book this afternoon. They came thru with the extra gas I asked for. Allowed I 624 miles a month - I now am allowed 981. I left the school about 5:45 &

drove up to the Homestead - Ray Jarvis came about 6:00 - We had to wait awhile - Ray told me that Chamberlain from Whitney Point was in to see him to-day - he had come down to see Erik about an idea he has on a cooperative training program for IBM Employees. He gave Ray quite a story. Ray Hill & Earl McConnell of Bausch & Lomb Opt. in Rochester arrived about 6:30 - Ray & I had dinner with them at the Homestead. About 7:45 we drove down to the Country Club & showed the boys all the recational facilities we have for our employees. They sure were impressed - Russ. Frey took us down to see the rifle range & the childrens room etc. - so we gave them a complete picture. Ended up the evening by playing some hand shuffle board & pool. Ray won the pool I had been at the club all winter. Drove the boys back to the Homestead & got home about 11:15. To-bed 11:45. Still raining some & quite foggy to-night.

3/17/44 FRIDAY:

Cloudy & rainy to-day. Got up at 7:00 - drove up to the Homestead at 7:45 - Ray & I had breakfast with Bigelow & Earl McConnell & Bauer & Combs. I drove the car back to the house after breakfast & left it for Mary. Ray stopped by for me & drove me down to the Office. Big & Mac followed in Big's car. I spent most of the day talking with them on our various training programs. Had them spend some time with Ray & at lunch I had Mac Almon go over to the cafeteria with us for lunch. Stopped back to the Office when Mac & I gave them a complete picture of our Manager's Conference program. Also introduced them to Mr. Van Borden & Clemmons this afternoon. Clem came down to my Office & gave the boys a good story on his activities. Ray had covered most all with them so they got a fairly complete picture of all of our activities. They left about 5:00 for Rochester. I got a ride home with Clem about 6:00 - after dinner this eve-

ing I rented some film - put the titles in the movie on the Christmas Party at the school. Read the Life Magazine & the papers. Mary got out the N.Y. State tax form & I looked it over. To-bed 10:30.

3/18/44 SATURDAY:

Cleared to-day & got much colder. Got up about 7:15 - called Clem after breakfast. He had to drive over to the Homestead to have breakfast with Mr. Philips - I rode over with him about 8:30 & then took the bus down to the school. A Mr. Mc Haly from the War. Dept & I were the only fellows on the bus - the rest were System Service girls. At 10:30 I attended the joint session of the system service girls & customer engineers at which Mr. Philips, our treasurer, spoke to the group on the financial structure of I B M. I sat next to Mr. Philips on the platform & was most surprised when he asked me whether it was Mr. Clemmons who was introducing him. Had lunch at the cafeteria with Ray & Earl. Worked some with Earl this afternoon on Chap. 6

A Sec. Mrs. H. Bruce Buchla stopped in & told me that Charlie Cheney would probably soon be drafted. Dee! I would hate to see him go right now. Called Eddie Bray who was in town from Washington — he stopped over to the Office about 3:00 & I went over the Factory School set-up with him. He seemed all pepped up about their program at Washington — there will be over 200 according to Eddie, enrolled for IBM Products. Eddie is also interested in starting an Induction Program, I gave him a set of our Induction charts. Got a ride home with Ray Jarvis about 4:15. He had Ken Space with him. Mary & I drove over to the Community Coffee Shop for dinner about 6:00 & then when to see "A Guy Named Joe" a very good movie. Mary had Babs & Mary Lou over to Binghamton to-day to investigate the possibility of having Barbara take dancing lessons. Stopped in the Boston after the show — also in the puzzle store. Got home about 10:15. Read the prayer & To-bed 11:30. It got much colder to-night.

3/19/44 SUNDAY:

A bright sunny morning - got up at 8:00 - Babs & Mary Lou crawled in bed with Mary & I for awhile & we all told stories - took turns. Mary Lou sure likes to tell stories. Babs had some fun this morning with the Vase & Ball trick I bought her last night. Worked on the U.S. Jr. C. of C Special Training Manual instead of going to church. It clouded over about noon & was very dull & stormy this afternoon. About 11:30 I took out the ashes & garbage. After dinner I shaved & dressed ready to leave for Poughkeepsie. Mary drove me over to Binghamton about 2:15. Met Ray Davis & his family at the end of Memorial Bridge. Ray drove & I sat in front with him - Marian was on the back seat with Dan - she slept most all the way into Middletown. Got at Marian's home about 5:30. Mr. & Mrs. Duke insisted on Ray & I staying for dinner with them so we did. Left about 7:10 for Poughkeepsie & got in about 8:30. Dave had made reservations for us at the Nelson House. I called Dave Sanford & learned that Dave had left on the 7:46 train for N.Y.C. so I

missed seeing him. After we checked in & put the car in the garage Ray & I went across the street to the theater. We saw Humphrey Bogart in "Passage to Marseille" — it was fairly good. I was quite surprised to find it snowing when we came out of the theater about 10:45. The ground was white & it was snowing quite hard. Ray & I returned to our room. TURNED-IN 11:30.

3/20/44 MONDAY:

Got up at 7:00 was surprised to find it was still snowing. There was about 4" of soft slushy snow on the ground. Ray & I had breakfast in the Helen Hose Coffee Shop. We were surprised to see Rosie White there having breakfast. She had come down from Endicott last Friday — we had breakfast with her. It was snowing hard yet this morning. Mrs. White rode down to the plant with Ray & I. We checked in at the upper gate & then drove on down to the tower bldg. Reviewed some of the training work with Paul & got he and Ray lined up to discuss the program for the Summer Term. Paul introduced me to Evelyn Bingham

how has been assigned the job of preparing a history of all activity at Plant #4. I gave her some information on our training program from the very start at Poughkeepsie. Called Dame Bebby - about 10:15 I got a ride up to the upper bulky with Chief DuBois. Had a nice chat with Dame - he is very much pleased with Paul's work - OKed a $10.00 increase for him. Got his OK on having Paul attend the I.M.T. Institute in Binghamton for April 10th. Also discussed the Managers' Conf. Program - Dame advised me to discuss this with Bill Main & Harry Keckler. Dame said he was going to Endicott from N.Y.C. tonight & asked me to share the drawing room with him in Car 3. Had a long heart to heart chat with Harry Keckler & Bill Main on the Managers Conf. set-up. I was much surprised & also pleased to hear Bill Main come out & criticize Charley Kirk for the way he bullies many of the foremen or managers. Bill & Harry both agreed with me that the managers could do a much better job if they had a better triangle set by top management. Bill really opened up & expressed himself on a number of

issues. Called Paul back & gave him a gist of my conversation with Billy Hart & Fletcher. Got a ride up town w/ Mr. Long the contractor. Oh yes - I saw Jim Stern while at the plant & got some more info. on the M7 Grenade Launcher Manual. Jim now feels we should drop the project. I called Mrs. Campbell from the Hotel & had a nice chat. Got a cab down to the station about 12:15. I picked up the reservation for Dave & I - had to call Mallory at the plant about it. Missed a train while I was talking with him! All trains were running about 2 hours late due to the storm. I got a train about 12:45 that got me into Grand Central at 2:30 but it was due in at 12:10. Had a plate of clams at the Oyster Bar & then walked up to 43 West & 5th. Ave. & got some goodies for Babs. Took a bus on up to 590 - boy the streets were sure a mess. Saw Bill Hambley about the section on Salesmanship in the Executive Training Manual. He referred me to Mac Cheney who went over it in detail with me & made some very good suggestions. I confused Mac Cheney with McKennet & stopped in the wrong office first - Boy was I

embarrassed! About 6:00 I got a bus down to the Grand Central with Geo. Yetz. He was on his way home. Ate at the Oyster Bar - went to see a double feature & took the tube over to Hoboken about ~~11:00~~ 11:00. Had a bite to eat & got on the train about 11:15. Was disappointed to find they had made the drawing room for both of me to sleep down stairs. When Dawe arrived about 11:35 he made the porter change it. I took the upper when I at least had some room. Dawe told me the storm was so bad at Poughkeepsie that they cancelled their Managers' Meeting that was scheduled this afternoon. Turned in about 11:45.

3/2/43 TUESDAY:

Porter called me at 6:45 — didn't bother shaving was ready to leave train by about 7:10. Dawe got up as I left. I was much pleased to meet Mary & the children on the station platform. Mary had planned to meet me in case I wanted to go to Rochester today - but with all the snow & bad roads I gave up the idea. It was a beautiful bright day however. Drove home, left Bob Jr at the corner to get the school bus.

Had breakfast & cleaned up a bit. Dwayne called & told me that Mr. Watson would be here to-morrow & that I had better stay around. I told him I had cancelled going to Rochester which he said wasn't necessary. Called Mrs. P. to let her know I was coming in. Drove down to the Office about 9:20. I was surprised to find they had changed the general Office from Room 105 to Room 103. Had a very busy morning - called John Lenhart about 11:00 & told him I had given up coming to Rochester. John seemed very much disappointed - said there was hardly any snow in Rochester. After I finished cancelling things with John I called the AAA Office & inquired about road conditions. Mrs. Barton informed me that the roads were open & in fair condition so I decided to go. Called John back & told him I would be there. Called Mary but she couldn't make it. Drove home about 12:15 - had lunch - packed & made some phone calls. Oh Yes! Geo. Weston worked for me to-day on the Shop Farm book. I stopped at Smith's & got the car greased up - then at the barber shop to get a hair cut.

Left for Rochester about 2:00. It was a beautiful sunny afternoon - boy & how the snow was melting. There was a lot of slush on the roads. My motor developed a squeak - stopped at a garage in Candor & had the oil line blown out - same old trouble it was stopped up again. Took the lake road north & it was some of it had a lot of snow on it. As I got up toward Rochester the roads were entirely bare & hardly any snow here in Rochester. Stopped in Phelps for a milk shake - got to the IBM Plant about 5:50. Just in time to go right in the cafeteria for supper - the milk shake sure destroyed my appetite. Ate with Mr. Campbell & Jack Bainge. Jack & John had things all set up for the IBM Products class. The class started at 6:20. John had all the E.W.M. Executive there - Mr. Campbell, Myler, Collister, Sheridan, Abel, Petz. He called on Mr. Campbell & me to say a few words & then Jack went ahead with the class. Oh Yes - he had a the picture taken of the group at the beginning. There were about 120 in the group. Rode down to the Rochester Library with Ray Sheridan & Mr. Campbell to attend the show in the Library Auditorium. Walter Myler,

Yorm Collister, Davidson & Abel also attended. The new motion picture film of Margaret Hanna was shown & then she put on a demonstration of speed typing. This was followed by the film "Road to Berlin". Met Miss Hanna after the show. It sure was a good add for the Electromatic Writing Machine. There were also two radio programs over Rock. station in which Miss Hanna demonstrated speed typing. All free advertising as it was put on by the station. Show lasted about an hour. Ray drove Mr. Campbell over to Hotel Sagamore. Then we stopped in for a sandwich & a drink. Ray drove me back to the plant where I had left my car. Stayed at the Sagamore - John had made reservations for me. Checked in about 11:00 - took a walk & had some coffee & doughnuts before retiring. To-bed 12:00.

3/22/44 WEDNESDAY

A beautiful clear day. Got up at 7:00 - had breakfast at the Sagamore & then drove out to the plant about 8:00. John introduced me to Willis who is his instructor for the blueprint reading class.

Also had a chat with Jack Burridge on IBM Products. Geo. Esterly conned me & discribed a training program he proposes giving all Managers on Safety. It sounds good. Left the plant about 9:00 - had a beautiful morning to drive. Drove down thru Canandaigua & Geneva - picked up a couple sailors at Sampson Naval Training Station & brought them all the way thru to Endicott. Got home about 12:35 & found Mary & Mary Lou had gone to Binghamton with Lonnie. They returned just a few minutes after arrived. Had lunch at home & drove to the Office about 1:45. Had a very busy afternoon. Went over to see Mr. Kirk about the .47 Grenade Launcher Manual - he advised on not preparing the manual. Tried to call Jim Hearn but found he was in Rochester. Mr. Green of the Federal Apprenticeship Service stopped in about 3:30. Mac was in a Managers Conference & he wanted to go down to Endicott Forging so I had him stop back. At 4:00 I attended the Faculty Meeting at which Mr. Kirk, Miss Leach & Miss Schultz were present to witness a review of the activities of the Audio Visual Aids Curriculum Lab. Bruce Buckbee gave a hurried explanation of all

the various forms of visual materials & their to Dwayne
application. Charlie made some crack about being surprised I was not in Pompeii or Rochester. I asked him why he always harped on that same subject & he had no answer. Charlie seemed especially interested in the Induction Chart. Also saw the Movie Film on Payroll again. About 5:30 I returned to the Office & found Mac talking with Mr. Green - I relieved Mac so he could go on home & I finally got rid of Mr. Green about 6:00. Boy - he is a bore! Why anyone lets him represent them is more than I can understand. Called Ed Keddy & he rode down to the Civic Club Meeting with me - also drove Buick home. He tells me there is some hope of our keeping Charlie Cheney out of the draft for awhile at least. We had a good meeting - Lee Loomis the Equipment guy put on a demonstration of stuffing & mounting a Starling. It only took him about 10 minutes. I asked him about taking color slides & he's all for it so I'm going to get started on this project as soon as possible. Boy what a swell chance to get some really interesting pictures. Returned

to the Office about 9:00, Dr. Kirkham was just finishing his Educational Physiology class. Drove on home about 9:15 - Pearl Ward & Blanche Stickland rode home with me. Ab Yates - Ray Jarvis got back from Poughkeepsie to-day - he drove back this morning. Read the papers & To-bed 10:45.

3/23/44 THURSDAY:

A very rainy day - got up about 7:10 & drove down to the Office about 8:45. Had a very busy day at the Office. Mr. Watson was in town to-day - we expected him to visit the school but he didn't show up. I sat in on a Manager's Conference for awhile about 10:30. Mac sure is doing a swell job on them. Spent most of the afternoon with Geo. Nelson on the Shop Items Book. Helped Geo. lay out the first two pages & get the final stage of the work under way. Had lunch at the cafeteria. Went over to see Sam Lentz about a man to attend the I.M.T. Institute on April 10th. Sam wasn't there so I talked with Hank Jamieson. Drove home at 5:00 - it was still raining. Shaved, dressed & at 6:35 Mary & I drove down to the IBM Club to attend the

Annual Meeting of the Greater Endicott Chamber of Commerce. It was raining quite hard, got into a long line of cars. It was a big party. We had to sit up in the Lounge Room. Sat next to Dick & Edith Holmwood. Those in the Lounge room moved down into the main dinning room for the entertainment & speaking. It was a long program - Madame Jarmila Novotna ~~was~~ Prima Donna of the Metropolitan Opera was the big attraction. Mr. Watson was the speaker & gave a very encouraging talk. Barry French took over the reins as the new Pres. of the Chamber. The party ended about 11:20. Home & to - bed by 12:00. It had stopped raining fortunately.

3/24/44 FRIDAY:

It cleared up to - day & looked like spring again. Mrs. R. was out ill to - day. Valla helped as my secretary. Mr. Watson being around to - day we expected him in the school at any time. Had lunch at the cafeteria with Ray this noon. Clem had Baron Daubek, Madame Novotna's husband in the school to - day. I met him & talked awhile about Factory Schools. I

couldn't understand him very well. Went over to see Hank Jamison about getting Lon W. to attend the J.M.T. Institute. Got a wire from Eddie Bray about IBM Products Material. Mr. Watson talked to all the Managers at 4:00 this afternoon - spoke on supervision - just a general talk. Saw Paul Mazuri after the meeting & discussed our Public Affairs Forum. Drove home about 6:00 - it was a beautiful warm afternoon - I was tempted to wash the car. Mary had been to a tea Mrs. Kirk gave for Mrs. Watson at the Binz. Country Club this afternoon. I brought home Ben Spruce's film Fluffy the Kitten and showed it to Barb & Mary Lou - they liked it very much. Worked on the Jr. C. of C. Manual to-night. Mary & I also made out the state income tax blank. To-bed 10:45.

3/25/44 SATURDAY:

A beautiful bright spring day. Left the car at Smith's Garage to be washed this morning. Got to the office early about 7:45. Mrs. R. was out sick again to-day so Talla helped me some. Called Stan Evans & told him there would be 12 out to his meeting Monday

Evening at the YMCA. I got some materials lined up to take to Washington with me for their IBM Product Classes on Monday. Th. Watson & his party left this morning for Poughkeepsie - at least that was the story going the rounds. Had lunch in the cafeteria with Bruce & told him about my idea of taking color slides of Lee Loomis' collection of stuffed birds. He thought it was a good set-up & one with commercial possibilities. After lunch I walked over & got my car at Hille's. Left the office about 2:00 & drove over to Union Garage - had Mario grease my car. Stopped at Hansen's Garage & got new lens for my fog light. Spoke to Ben again about the clutch but I know he will do nothing about it. It's not too bad right now. Got some things at the locker & drove home about 3:00 - found Mary & the children & out by the garage enjoying the sunshine. Marion Clemmons was playing with Babs & Mary Lou. I set up the outfit & showed them Ken Graves film "Fluffy the Kitten". Also got out the 16 mm. film I took of the clinic party I had back in 1940 and looked at it.

Bruce & Edna stopped in about 5:00 - they were out walking. Showed them the movies. About 6:00 they went over to Binghamton with Mary & I. Had dinner at a cafeteria & then stopped by Burrys to get a film. Spoke to Ken about the plan of distributing color slides of birds in Lee Lewis collection. He seemed to think it had definite possibilities & what more it wouldn't cost much to try. We went to the Capitol & saw a stage show & movie - it was fairly good. Stopped in for ice cream after the show. Drove the Buckles home & got home about 10:15. Read the papers & turned in about 11:15.

3/26/44 SUNDAY:

A beautiful bright sunny day. Got up about 8:00 - Worked some on my records of my color slides this morning. Dressed & went to church at 11:00 - Presbyterial Church at Endicott. Heard ~~Rev. Hatch~~ Rev. Henry Clay Banks the candidate for minister at the church. He is a Lafayette Man so I was especially interested in hearing him. The church was packed. I was only moderly impressed with his sermon. His gestures were not too effective

& often distracted rather than emphasized what he was saying. He has a strong clear voice & gave an interesting sermon nevertheless. I stayed for the meeting of the congregation after the regular service at which they voted on Rev. Banks for our new minister. There were 170 who remained & 168 voted Yes so if he accepts our offer of $3250/year with 4 weeks vacation & free use of the Parsonage he will be the new Presbyterian Minister. Got home about 1:00 for dinner. Dwayne called about 3:00 this afternoon from the Homestead & asked me to come up to meet a Mr. Starbuck from Chicago. I drove right up & took the Jr. C. of C. Executive Training Manual with me. Dwayne asked me to bring it along. I met Mr. Starbuck & Dwayne and I showed him thru the Homestead. Dwayne also explained the training program we are planning for our W.P.G. organization. Mr. Starbuck is being considered for the position of educational coordinator at $590. He is now on the faculty of Univ. of Chicago teaching accounting I believe. Dwayne also read over the Jay Cee manual & made a few suggestions. He advises having

it all typed up ready for printing before showing it to Mr. Watson again. Dwayne asked Mary & I to have dinner at the Homestead with he & Edna and Mr. Starbuck. I called Mary - drove home & tried to get someone to stay with the children but didn't have any luck so I gave up going to the Homestead for lunch. Called Dwayne & explained. Took the ashes out - read the papers after supper. Packed to leave for Washington. Mary drove me down to the Erie Station in Endicott about 9:15. I got the 9:36 train in to Elmira - had to wait about 20 min. & then got the 11:18 Penn. train for Washington. Had to sleep in an upper, gee I hate climbing into those darn things. Turned in right away - about 11:45.

3/27/44. MONDAY:

Porter called me at 7:00. The train was over an hour late. I dressed, shaved & had breakfast before we pulled into Baltimore. Finally got into Washington about 9:35 almost 2 hours late - due in at 7:40. Took a cab to the Mayflower Hotel & checked in - had reservations. Took a shower & changed my shirt. Mrs. Kilpatrick called & explained she had her Mother from Georgia at the plant

also Vera Phelps from W.H.Q. & they were going over to the Supreme Court Bldg. at 11:30. She asked me to go along & having never been there I accepted. Took a cat nap out to the plant. Saw Eddie Bray for a few minutes. Homer hasn't gotten in from Endicott yet. It started raining about 10:00 - was a very dreary & rainy morning. Henryette drove her mother, Vera & I over to the Supreme Court Bldg. about 11:40. We had to wait in line until nearly 1:00 to get in the Court Chamber. We saw the Supreme Court in session. Boy - that sure is law dressed up in its finest! Justice Roberts presided in Chief Justice Stone's absence. It was very interesting to say the least. The building is beautiful - an old colored guide showed us the library after we came out of the session. Had lunch in their cafeteria. After lunch we walked over to the capitol bldg - Henryette had gotten us passes to get in the Chamber of the House of Representatives - so we sat in on their session for about 20 minutes. That was enough! I was surprised to find only 32 of the over 350 Representatives present & over half of them were doing things to occupy their attention other than listening to the speaker.

It almost shattered my faith in Democracy. Mrs. Kilpatrick drove Miss Phelps & I back to the plant about 3:00 - her mother went home. Eddie Bray opened his 4th. group in IBM Products at 4:15. I sat in on the whole session - he did a swell job but the lounge room where he held the class was too noisy - couldn't hear him in the back of the room. Mike Suya & his wife arrived at the plant this afternoon. About 5:45 Eddie & Homer left the plant with us. They went to the Statler & Mike, Joice, Vera & I took a cab to the Mayflower. Eddie & Homer met us at 6:45 in the lobby & took us across the street to Fan & Bill's for dinner. Had a swell dinner - Homer treated - Eddie & Homer had some fun kidding me about paying the whole bill which was $17. & something. Took a walk over by the Whitehouse with Mike & Joice. Mike had never seen the Whitehouse. It was a nice warm evening - didn't even wear a top coat. Boy - I sure like Washington! Got back to the Hotel about 10:15. Mike had shown me a mathematical trick so I studied it out when I got to my room. Called him & tried it on him - it worked. Wrote a letter to Dad & cards to Russ, Jack Hartman, Johnny V., Johnny Grover, Dave, Bob Blum & Joe Wasilchek. Took a shower & turned in about 12:00.

3/29/44 TUESDAY!

Got up at 7:15 dressed & planned to meet Mike & Jose in the lobby at 7:50. They couldn't make it so I walked on over to the Statler. Vera Phelps had gone on over to have breakfast with Homer & Eddie Bray. I joined them for breakfast. Took a cab on out to the plant about 9:00. Sold Homer on the idea of having a sound system installed in the lounge room for Eddie Bray to use for his IBM Product class. Called the R.C.A. people & had them send a man out. Showed Frank Lambie how to run the sound movie projector. Had Eddie Bray preview the film we had sent down from Endicott. It was good we did, for it was all about the IBM plants & offices in Europe — showing W. Va. Victory in Germany. Couldn't show that to class now! Called Ray Jarvis at Endicott & arranged to have him preview the #1 film & if it is OK rush it off to Washington. Also set up the Projector & showed Frank how it worked. Eddie thought it was swell. Met Miss Kimball, the System Service girl from Rochester, who arrived at Plant #2 this morning. Eddie plans to have her help him some with the IBM Product Class. I wasn't for such input.

Mike & Josie were at the plant this morning. About 12:00 I had Homer & Eddie stop outside of the plant & took a color slide or picture of them. Had Frank take a picture of me & Homer. Mrs. Kilpatrick called her mother Mrs. Green to stop down to the plant so I could take a color picture of she & Henriette. The sun had clouded over & was not too good for color. Had lunch at the cafeteria with Homer, Mike, Josie & ~~Kilpatrick~~ Mrs Kilpatrick. After lunch I tried out the lapel mike & amplifier they had installed in the lounge room. It worked well - Eddie tried it & was well satisfied. Mrs. K. had a photographer come at 2:00 - I had the class room all set-up in nice order. At 2:15 we took a picture of the class. I had Homer & Mrs. K. come in for the picture. Then I put the mike around Eddie neck (lapel mike - wired him for sound) & he got under way with the class. Yes - the sound system sure worked well - Homer decided to buy it after hearing it work. Talked with Eddie after the class & he was very much pleased with the whole set-up. Said he was much more enthused about the program after to-day. I was sure glad to hear Eddie say that. Called the Soils Office to arrange to

see Mr. LaMott but found he was out of his office. Left the plant about 4:35 & took a cab back to the Hotel. Stopped in the Sales Office to see Mr. Price who wanted to see me about getting my room in the Mayflower for Gen. Metz who just arrived in town. Saw Gen. to say hello. Checked out of the hotel & took a cab down to the Station about 5:15. Wrote some cards, had dinner in the Restaurant & got on the train about 6:40. Made good use of my pocket chair - wrote a couple of letters & a report on my way into Philadelphia. Took a cab over to the Reading Terminal & then did some shopping for gifts for Mary and the girls. Why cab was running low so I had to go easy on the shopping. Only had about 70¢ left when I got finished shopping. Got back to the train about 11:15 - turned in about 11:45.

3/29/44 WEDNESDAY:

A dull rainy day & colder. Porter called me at 6:45. Dressed in a hurry & got the train about 7:10 as soon as the train got into Binghamton. Called Mary to have $1.50 ready for the taxi the driver as I was down to about 20¢

after typing the proxies this morning. Babe & Mary Lou had a big surprise for me - Mary had gotten them each a little peanut chick (one quite a bit yellow). Had them in the kitchen - everyone liked them but Schultz. After breakfast called Edna Alton - Dwayne was out of town & she wanted to take Larry down town to-day. I drove Mary over & she drove their Chevy back so she could drive over later & get them. Couldn't get the Buick started this morning had to push it out of the garage. Took it to the Union Garage & had a new battery cable installed. Had a very busy day at the Office. John Lenhart called from Rochester & said they wanted some materials for their Product cleaner. I was surprised they hadn't received any. He called back later & said he didn't have a outline for the course - I know I sent him one so I'm wondering what happened with it. Mrs. Jackman called from Syracuse & told me he & Larry Hufford will be down to see me to-morrow. Ray Cheney stopped in this morning with a problem on his operation in the lab. Boy, it sure is a screwy set-up in Ford Dept. I didn't know how to advise him. Had lunch at the cafeteria with Ray & Mac. Mac told me about Lynn Staley having been approached on the

matter of coming into the school as a full time basis to teach effective speaking. Ray advised me he learned Dwayne had dropped down a bit. Caught eye on some of my correspondence this afternoon. Called for my car about 5:30 - drove the garage man back. When I got back to the school Brendon Blackwell told me about his 8 year old boy having been hit by a car. I drove him over to the Ideal Hospital where they were having X rays made of the boys head. Stopped back down town & stopped in Stickley. At 6:30 went to the Lion's Club Meeting at the Frederick. Pat Patterson had a whole repertoire of musician - a fairly good program but too long. Left about 8:30 & returned to the Office. Came on home about 9:00 - Mary & I took Otis's car back so we wouldn't have to do it to-morrow morning. Have been thinking seriously of going into the service lately - discussed the whole proposition with Mary to-night. Mary helped me take a couple more pictures of the Easter chicks to-night. Called Blackwell to inquire about his boy & also to find out about meeting Dr. Bowman from Stevens College to-morrow. Dwayne won't be back to-morrow according to Elton. To-bed 11:30.

3/30/44 THURSDAY:

A dull cloudy day. Drove down to the Office about 8:30. Had a busy morning - went over part of Chapter 6 Sec. 4 Gen. Ed with Earl Kaufman. Also worked with Geo. Weston on short term book. Had lunch at the cafeteria with Ray & Mac. Had quite a chat with Mac after lunch - he is not satisfied with his new location in the faculty room. I guess Mac is pretty much discussed with a lot of things - tried to straighten him out on a few. About 1:00 I drove down to the Bank & got my check cashed - stopped back to Hansen & got some meat - stopped at Pisanick & then to Smith's for gas. Then drove over to the Erie Station to meet Dr. Bowman from Stevens College - his train got in at 1:55. Drove him up to the Homestead - stopped by the house & left the meat. Mary had Larry Acton to-day while Edna & Mrs. Acton went to the Beauty Parlor. Brought Dr. Bowman back to the office - showed him thru the school. At 4:00 we sat in on Dr. Reid's Effective Speaking class for night shift. I was surprised to learn that Dr. Reid knew Dr. Bowman. It was an interesting session - we recorded each speech & then

played them back. It gave Dr. Bowman a good chance to get an insight into our Factory School program. Dr. Bowman who is Head of the Department of Home and Family Education at Stevens College, Columbia, Missouri is to be our guest for several days to look over our general education program with a view to advising us on the futher development of home and family educational work. At 6:00 I drove him up to the Homestead - returned home & about 7:00 Mary drove me back - she took the car to dine to Binghamton to a party at Malmros' for Bell Hildum. They are moving to Long Island. I attended the customer graduation dinner with Dr. Bowman. It was the usual nice party. Bill Higgins spoke for the Factory Organization. - Dr. Wayne was out of town - he called me from New York this morning to remind me about Dr. Bowman. Got a ride home with Clem about 10:30. Did some work here in my study. Mary didn't get home from the party until about 12:15. I read the papers & waited up for her. To-bed 12:45.

3/31/44 FRIDAY!

Cloudy & cold to-day. Dwayne called about 7:45 - he had just gotten in from N.Y.C. - & decided to have breakfast at the homestead with Clem, Dr. Bowman & myself. He picked me up about 8:00 - went over & got Clem & then to the Homestead. Dwayne had met Dr. Bowman several years ago at Stevens College. Dr. Bowman rode down to the school with us after breakfast. Kay & I spent some time with him this morning. I arranged to have him see the Country Club & IBM Farm this afternoon. About 11:30 Larry Seifried & Mrs. Jackman arrived from Syracuse. Spent the rest of the day going over the various projects in our publications - Prec. Year. H, Blueprint Reading & Shop Lines. Had them meet Earl Kaufman & Bob Henson - also spent some time going thru the Audio-Visual Aids Dept. They seemed very much impressed with the whole set-up. About 3:15 I took them over to the printing dept. - Paul Kennedy took us thru the whole dept. & explained everything Larry & Jack seemed to enjoy it very

much. Had a couple more flurries this afternoon. Larry & Jack left for Syracuse about 5:00. I called Mary & couldn't get her on the phone. Called Lannie & learned she had gone to the beauty parlor with Barb. About 6:15 I called a cab & took Dr. Bowman to the Homestead. Mary called from Binz. & I planned to have her meet me at the Homestead. She had gotten a hair cut & a permanent wave for Barbara - she looked cute. I had arranged for Joice next door to stay over so we could go to the movies with Clem & Lannie. Hurried around & had some supper. Clem stopped by at 7:15 - we went up to the Homestead & got Dr. Bowman. Then drove over to Binghamton - went to see Edward G. Robinson in Kid Galahad. It was only fair - Mary had seen it before. Stopped back to the Homestead with Dr. Bowman & got home about 10:30. I was terribly tired so we went right to bed - 10:45.

4/1/44 SATURDAY:

Partly cloudy & cool to-day. Drove up to the Homestead this morning - had breakfast with Dr. Bowman. Drove him down to the school about 8:30. Mr MacNelly rode down with us. Dr. Bowman spoke to the joint session of the System Service School & the Customer Engineer at 10:30 this morning. Mr. Acton introduced him. He talked on the subject family relationships & gave a very interesting & humorous talk. It sure went over with a bang - talked for about 40 minutes & then had a question period which lasted until 12:00. Boy! The girls & fellows too sure kept him going on questions. It was a good session. After the session a group of them surrounded him with more questions - kept him engaged until I rescued him at 1:00 to take him to the Homestead for the little luncheon that had been arranged. Dwayne & Clem came up & joined us. Mr. Kirk, Larry Doubleday, Miss Levine & the lady Mr. Watson sent here to photograph the plant & others were all there. Had a short session with Charlie Kirk after lunch - he bidded me about being in town - his same old

line – however I didn't let it bother me. She was interested in the books we are reviving. Drove Dr. Bowman down town to do some shopping. Returned to the office – got things lined up to take the color pictures of Lee Loomis' birds to-night. Had to get a key from Al Boon to get into the Ware House in Binghamton. Drove up to the I.B.M. Farm to get some corn to use in the pictures. Drove home for supper about 5:30 – Lee Loomis arrived about 6:15 – he brought me the mounted starling the one he mounted at our Loon's Club a couple of weeks ago. I drove Lee & all the equipment over to Binghamton – we had to carry it all the way to the 4th. floor. Lee sure has a lot of beautiful specimens & we took some beautiful pictures – or at least I hope they will turn out to be beautiful. Lee seemed quite thrilled about the whole procedure. We stopped by Russ Latchik's to borrow a clamp-on & Russ indicated he was definitely interested in my proposition on the slides. I also mentioned it to Lee this evening & he is all for it. We took about 30 pictures – tried a few of

different size specimens. Bee-like anxious to see how they turned out! We got finished about 11:00 - drove home & right to bed. I hope to-night is the beginning of something significant for both Lee & Mame. To-bed 11:45.

4/2/44 SUNDAY:

Partly cloudy & cool to-day. Got up about 8:00 - had a late breakfast. Helped Mary clean up the house this morning. Got shaved & dressed and at 10:30 I drove up to the Homestead, got Dr. Bowman & drove over to Binghamton to the First Congregational Church. Stopped by Tuthill & left the clamp-on which I borrowed last night. Enjoyed the service very much - afterward I drove over to the Binghamton post Office & mailed the two films I took last night, also stopped by Ken Space's and borrowed his projector and two films - Fluffy the Kitten & Finny the Goldfish. Got home about 12:45 - brought Dr. Bowman home for dinner. Mary had a swell steak dinner. This afternoon I showed the two movies I borrowed from Ken Space & also showed several of my movies & some

of my slides to Dr. Bowman. Spent the whole afternoon showing pictures. At 6:30 I drove Dr. Bowman up to the Homestead - Mary & the children rode along - I drove over to the IBM Farm & left the corn I had borrowed - Mr. & Mrs. Atkinson weren't home. After supper to-night I helped Mary with the dishes - took out the ashes. Read the papers & to-bed about 10:45.

→ Dyed some Easter Eggs for the children.

4/3/44 MONDAY:

A bright but cool day. Drove up to the Homestead & had breakfast with Dr. Bowman this morning. At 9:00 I took Dr. Bowman to the opening of the school for two new groups of customers at the school, one group of supervisors & one of production control people. I sat in the group with Dr. Bowman. At 10:00 I attended the opening of the first group of women to take the advanced training in Customer Engineering - there were 20 in the group. It was quite a ceremony Mr. Barton, Mr. Tinney, Miss Leach, Mr. Aston, Clem & myself all spoke ~~H~~ briefly. Had Dr. Bowman sit in on one of the System Service groups from 10:00 —

About 11:00 I drove over to Binghamton - left my fourth tire at Tom Lawlers to be re-capped. Furman at IBM had arranged for me to get TRUCK & RUBBER - which is the best. Stopped at Thompsons & arranged to get the fenders & grill fixed Wed. Also stopped by Ken Spaces & left his projector & the films I borrowed. Stopped by the house on the way back to the office - was surprised to find the slides which I had taken last Thanksgiven & which I thought were lost had come in the mail this morning. The package was post marked Dec. 21st. 1943. Also got a letter from Bruce Palmer inviting me to the National Convention of the U.S.C.& G.C. in Omaha in June. Got back to the office about 12:30 - had lunch at the cafeteria. Returned to the office at 1:00 - Mr. Spencer, Principal of Spencer High School at Spencer N.Y. & Miss Reid of his staff called this afternoon. I showed them thru the school - introduced Ellen & Dawn. We stopped in Mr. Acton's office for awhile. Mr. Jackman at Ithaca called & we arranged to go to Albany a week from Wednesday to see Dave Reid. I showed Dwayne - Bruce Palmer's letter & he OKed my going to Omaha.

Boy I'm sure looking forward to that. At 4:00 I had Dr. Bowman, Miss Reid & Mr. Spencer all sit in on Mike Sayer's class in Practical Psychology. I stopped over to see Al Soon about getting Dr. Bowman in the plant tomorrow - Al requested our writing the general man at Stevens College for a confirmation & citizenship. I spoke to Dr. Bowman & got the name to whom I should write & had Mrs. R. send a wire. Called Mary at Bradley & had her arrange to go to Hill Top with Dr. Bowman & me to-night. Dwayne asked me to go to the Homestead with he & Mrs. Spencer, but I arranged for Mary to accompany he & Miss Reid. Dr. Bowman & I left at 5:45 - stopped at the home for Mary & was at the Hill Top (Burg. Country Club) at 6:00. They had a very nice dinner & the place is fixed really nice. A Miss Ensor from Omaha showed me around the place. After dinner we retired to the living room where the girls all gathered around Dr. Bowman for a question & gang session. It was amusing the way they flocked around - & they sure kept the questions popping - but Dr. Bowman was right at home with it all. It

was evident that Marriage is the one thing uppermost in their mind. The senior started about 7:30 & would have gone on all night if I hadn't broken it up about 9:30. Mrs Kent arrived about 9:15 to assign some of the girls to their offices after graduation — she doesn't join the circle. Drove Dr. Bowman over to the Homestead & got home about 10:10. Read the papers & to-bed 10:45.

4/4/44 TUESDAY: (NOTE DATE! THIS WON'T HAPPEN AGAIN UNTILL 5/5/55 OR 11 yrs.)

Had a big surprise this morning. It had moved last night & was about 2 or 3 inches & snow over everything — and we thought Lynn was here. Got up about 6:30 — Mary hurried around & at 8:00 she & Mary Lou rode up to the Homestead with me. But it was pretty — snow hung on all the trees. Mary took the car & drove on over to Binghamton to the beauty parlor. I had breakfast with Dr. Bowman & some of the customers. Rode down to the office in the bus at 8:45. Took Dr. Bowman on a tour of the plant this morning. He was very interested in everything. We stopped &

talked with a number of the girls throughout the plant about the training program. At 1:00 had lunch in the cafeteria - ate with Bud Austin - he & Dr. Bowman had an interesting session. This afternoon I had Ray take Dr. Bowman over to the Printing Dept. I got out the monthly report on our school activity. Saw Bill Klein in the cafeteria this noon & spoke to him about the Managers Conference. He wants us to have a follow-up session next fall for each group. Had Dr. Bowman spend some time with Jarvis on the record keeping procedure this afternoon. Had a session with Dwayne this afternoon - he seemed in good spirits & gave me an OK on several matters. Had Dr. Bowman stay at the school to sit in on Dr. Kelland's Educational Psychology class at 6:30. We had a couple of sandwiches in my Office for dinner. The class was quite interesting. Had a short session in my Office with Ray & Dr. Bowman after the class - then went down to the Ass. Restaurant for a sundae. Ray drove me home about 10:30 - Mary was working on the income tax blanks. Told me about turning around on the road this morning.

Helped Mary with the income tax. Oh Yes, Ray told me this evening that he had gotten it from good authority that Dwayne has to report to Mr. Fink now instead of to Mr. Watson as he did before. We argued that Dwayne wouldn't like that & that he may not stay under that set-up. I should hate to see him leave. To bed 11:45. Mary looks good in her new hair-dye.

4/5/44 WEDNESDAY.

Clear but cold to-day. Got up at 6:30 - Drove over to Binghamton at 7:00 - stopped in General Tire place & left the rim & tube to have the ripped tire mended. Then stopped back to Thayers where I left the car to have the grill & fenders fixed up. Ray stopped by about 7:30 & drove me up to the Homestead. We had breakfast with Dr. Bowman & some of the customers. Had Dr Bowman sit in on the customer administrative classes this morning. Called Gene Fink who was at Cornell this morning - arranged to meet with him, Seyfried & Jackman on the 18th. in Syracuse. Dwayne called a meeting of the 'CABINET' as he called it - that is Ellen, Van, Ray Waite,

Edith Dimmitt & myself at 9:30 to discuss the matter of Library's in the Rural Offices and also other extension services of the Dept. Ed. Ray Wright had made a study of the subject & reported on her visit to T.C.S. in Scranton. It was very interesting & has definite possibility. I spoke to Dwane about calling a meeting of the personnel staff & our staff to have a conference with Dr. Bowman. He said that was up to Rick which proved more or less the thing Ray told me last night. Dwayne advised my calling Bud Austin - which I did - he arranged to have a group of his people have lunch with Dr. Bowman & I at 1:15 in the cafeteria. We discussed counseling of employees. It was an interesting session. Met Mrs. Bundy a new member of the Personnel Dept also Mr. & Mrs. who are selling up the system or applying the 'Autocrat' test to all of our employees. Roy Hill told me about this machine when I was in Rock. at Barnes & Lombard, Called Thompson's to-day & found that they could not finish my car - so about 3:30 I had Ray drive me over to Binghamton. Dr. Bowman went along & we had him

up thru the Endicott Highlands. I got my car & then stopped over at General Lee & got 4th. Recapped. Lee - picked in on the left front. Stopped at Penn & got a film 8 m.m. magazine S.S. for Dr. Bowman - then stopped at a gas stop for some feed for the chicks. Then stopped by home on my way to the Office - Babe & Mary Lou gave me my birthday present - they ordered wait. Also got cards from Dad & Betty. Got back to the Office about 5:00 - joined Ray, Dr. Bowman & Mrs. Robert in a session on Home Economics & children. Dressing. Dwayne arranged to have Keith meet for a conference with he, Dr. Bowman & myself at the Homestead this evening. Drove Dr. Bowman to the Homestead for dinner about 6:30. Had Ray come up & join us - Dwayne was also there. We had an interesting session after dinner. I was surprised to hear Dwayne express himself on his attitude & satisfaction for his work here at IBM. He confessed missing the college campus & from all he said I wouldn't be surprised if he is now planning to go back to a college or university. At some ways I wouldn't blame him for doing so,

however I should hate to see him go. Dwayne went home to pack to leave for Philadelphia to-night. Ray, Dr. Bowman & I waited for Kirk to arrive - he had to attend the ceremony at Arion Forging this evening - they received their ARMY-NAVY E award. Charlie never did show up - Dwayne came back about 10:45. Ray took Dwayne to the station in Binz. at 11:00 - I had Dr. Bowman drive Dwayne's car back to the home & then I drove him down to the Endicott Station - he got the 11:32 train for Jersey City. I enjoyed Dr. Bowmans visit, however I had to admit that it was a relief to have him leave. Mary was waiting for me when I got home at 11:30. To-bed 11:45.

4/6/44 THURSDAY:

Clear but cool to-day. Edna Arion called this morning & wanted to go to Binz. for a hair appointment. I drove over & got she & her mother-in-law about 8:15. They were afraid they might be late if they went on the bus so I drove them all the way over to Binghamton. Got back

to the Office about 9:00. Had a busy morning getting things caught up. Called Larry Heffield about our 15-00+ copies of Blueprint Reading - he still has to talk with his committee about the whole matter. Had lunch at the cafeteria with Bruce & Ken. About 1:00 I drove down town & got a hair cut, shoe shine etc. Mary called this afternoon & said she had left the car to be washed at Smith's Garage. Worked with Earl Kaufman & Dee Weston on their books this afternoon. Earl has lost some of his material again - boy he sure is the limit! Edna called about 5:00 & wanted me to get some stuff at the drug store so at 5:20 I drove down to Hamlin - had to wait about a half hour so I drove on home with Dwayne as to have dinner with the folks. Mary told me about Barb being sent home from school to-day. They thought she had pink-eye - but Mary took her over to Dr. Morse & she ~~infected~~ diagnosed it as just an inflamation of the eyes. Boy - I thought at first our trip to N.O. for Easter was all washed up. Mary is doctoring Barbara's eyes. After supper Mary rode down town with me - we

got Edna's drugs - then I got on car at Smith's Garage. Mary drove Orton's car up to Orton - I followed & took her home with me. Took a couple wheels off the car to night & painted the white sidewalls. Helped Mary fix up the income tax blank - state blank & estimated tax for 1944. Took a bath & to-bed at 11:00.

4/7/44 FRIDAY: (My 34th. BIRTHDAY)

Got up about 7:00 - put the two wheels back on the car before breakfast. Got things lined up to leave for home at noon. Drove down to the Office about 9:00. Went over to see Paul Kennedy about the Jay Cee Manual on "Opportunities for Leadership". He recommended my working closely with the Advertising Dept at 590 on this project. Called Mom Collister & arranged to have it typed on their special P.S.M. typewriter in Rochester next Wednesday. Also called Arch Davis at 590 & arranged to see him Monday, in as much as I will be in N.Y. this weekend. The time is getting short on this manual project so I'll have to push it if I'm going to make the grade.

(I forgot – I heard Yesterday that Dave Bibby had gone in the Navy & that Walter Giles at Rochester had been transfered to Poughkeepsie as Resident Manager. It is also rumored that much of the work at Rochester is going to be moved to Poughkeepsie)
Left the office about 11:45 & drove home – Mary had things fairly well packed up to leave for N.J. Had a couple sandwiches for lunch & then packed the car. It was a beautiful day for our trip – took a couple of pictures of Babs & Mary Lou – left at 1:00 for N.J. Mr. Richardson stopped in this morning – we left things all set for he & his men to refinish the floors while Mary is away next week. We made good time – the roads were swell – got in home about 4:45 – less than 4 hours & we stopped in Washington for gas. After I left Mary & the girls also Schultz & the two chickens at Mother V's I drove on down to see Dad & Betty. Gee – it was good seeing all the folks again. We got our first look at Eleanor's baby – Joan Anne – a cute little girl. Had supper here with Mother – after supper I set up & took some colored movies of Babs & Mary Lou with the

little Easter Chicken - also painting eggs for Easter. Called Mable at Millburn & arranged to stop down to call to-morrow evening. Showed Mother & Eleanor some movies to-night. Listened to the radio & to-bed about 11:00.

4/8/44 SATURDAY:

Cloudy & rainy this morning but cleared off & was bright this afternoon. Got up about 8:00 - I had to sleep with Mary Lou last night - she kept me awake so I didn't get much sleep. After breakfast I did some work on the U.S.J.C.C. manual - wrote the section on Business Communication. Mother had a swell chicken dinner for us. I sure enjoyed it. This afternoon I washed the wheels on the car & painted all the side-walls. It was the first I had painted them with the wheels left on the car. About 3:00 I got washed & cleaned up - & at 3:30 Mary & the children went with me down to Dad & Bettys. Anna stopped in with her little Betty Kay just as we were leaving. Boy how she has grown! Had supper

with Dad & Betty. Betty had a swell ham dinner for us. It was too much for me. I helped Betty wipe dishes after supper & Mary drove Babe & Mary Lou back up to Mother V's & put them to bed. Mary stopped back & about 6:30 Dad & Betty, Mary & I left for Mable's. Had a very enjoyable evening with Mable, Len & Hawley. I showed some of the old movies of them also the new films. Mable seem to enjoy it so - I really get a kick out of showing the films. Left for home about 10:30. — I spoke to Mable this evening about the possibility of Lorraine becoming an IBM System Service Girl. She seemed very much interested in the whole idea. Lorraine is in her first year at Virginia Intermont Junior College. Got home about 11:30 & went right to bed.

4/9/44 SUNDAY: EASTER

A very rainy morning - got up about 8:30 - Drove Eleanor's car down to Dad's about 10:00 & got 7 gals of gas. Mary wants to use it next week. About 10:45 Mother, Babe & Mary Lou went to the Lebanon

Reform Church with me. Mary stayed home to take care of Eleanor's baby as Eleanor went with Emma to Brandon to church. It was almost like children's day at church - there were so many children. Ray had Nancy Ann there too. The seat back of me was filled with little kids who made a terrible racket. I met Rev. Striker & also Mrs. Striker after the service. It cleared off this afternoon. After dinner I laid down for a little nap. Called Betty about 3:00 & learned the folks had arrived at home so I helped Mary get Babe & Mary Lou ready - Anna & Jim stopped in just as we were about to leave. All the folks from the city were at Dad's Bettye - Ray, Honey, Herb & Bobby - Dot, Jack, Joan & Betty Ann - Mabel, Ken & Stanley. Mrs. Hummel was there too when we got there. Told Mr. Hummel I might see him in N.Y.C. tomorrow. Took some movies of the folks - finished up a black & white movie film & also a still film. We boys had some fun during golf ball in the meadow. Mattie Welsh also came up - she is married now

& in Wpa. Marks – she told us Adrain is now engaged. Some of us rode up to the field with Dad in the truck to shoot a ground hog – we didn't get one though. It was nice a swell visit with the folks just like a reunion. Drove back to Mother V's about 6:00 – after supper we listened to the radio for awhile & at 8:30 Mother, Mary & I drove down to Flemington to the new Theater – saw Wallace Berry in Rationing. It was fairly good – got home about 11:30. To-bed 11:45.

4/10/44 MONDAY:

A showery day – typical April weather. Got up about 7:00 – About 8:30 Mary, Mother V & I left for Journal Square. Stopped at the traffic circle outside of Somerville for gas & oil – was surprised to find my fan belt had broken – Boy the motor was hot! Stopped at the bank in Somerville so Mother could get some money. It was after 10:00 when we reached Journal Square. Took the tube over to 33rd. St. Left Mary & Mother there – took a bus up to 57th St. – reached 590 about 11:00. Found Arch Davis was tied up in a meeting. Called

Mr. Hummel & arranged to meet him at 12:30 - at his Office to go to lunch. Mr. Dain's secretary thought it best if I stopped back at 2:30 - so about 11:50 I started downtown - took a subway down to Fulton St. & then walked over to 90 West St. Mr. Hummel has a swell Office - a very nice set-up. He took me over to the Downtown Athletic Club for lunch - a very nice place. Mr. Hummel is a member - he showed me the swimming pool & also the lounge etc. after lunch. Enjoyed very much talking with Mr. Hummel. Got back to his Office about 2:00 & I had to leave right away for my appt. with Mr. Dain - took a cab all the way up to 590 Madison - a $1.50 cab ride. Mr. Dain saw me right away - went over the whole plan I have for laying out the Jaycee Manual. I was much pleased to learn that Art approves it & will give me the assistance of this Adv. Dept. He called in Ray Miller & turned the details of the matter over to him. Left the Office about 3:00. Took a bus down to 43rd. St. stopped in my little puzzle store. Then took a Bus on down to 33rd. St. took the tube

over to Journal Square - was very much surprised to meet Jack Crowden - the new T.W.I. sent me in Poughkeepsie to put on the first T.I.T. session at Plant #4. Jack - was looked good - he looks more like Governor Dewey all the time - says he gets taken for Dewey altogether he goes. Jack now has his own business in Newark & is apparently doing O.K. I found Mary & Mother had gotten the train ahead of me & were on their way to the car. Had a shower this afternoon but it cleared off & was swell coming home. Left Journal Square about 4:15. Stopped at the Candy Kitchen in Somerville on the way up - Bill also stopped in to say good-by to Betty - Bob home about 5:40. Packed things up ready to leave for Endicott - had a bite to eat & left about 6:30. It was a lonesome ride all the way by myself. Stopped at the Old Hidalgo above Stroudsburg for a sandwich. From Scranton I came up thru Tunkhannock to miss the bad we got into going down. Stopped at the Ave. Rest. for a bite to eat & got in home about 11:00. The men had been here working on the floors - everything was piled high in the center of the living room

& dining room. Unloaded the car, wrote these notes & to-bed about 11:45.

4/11/44 TUESDAY:

Partly cloudy & cool to-day also rained some. Got up at 6:30 – it seemed strange being here in the house all alone. About 7:15 I drove down to the Office – gave Mrs. R. some letters & took care of all my urgent mail – then about 7:40 I called Paul Deull at the Arlington Hotel – he hadn't had breakfast & neither had I so I drove over & had breakfast with him. Paul gave me an earful of what had been going on at Plant #4 – it seems the change in management etc. had shaken the morale of the plant pretty badly. That of course has a bad effect on the employee response to our training program. At 9:00 I drove Paul over to the Core Room & attended the 2nd days session of the T.W.I. Institute. Hugh Smith introduced me to Ted Slatery the Institute Conductor – he seems to be very efficient. I left at 10:00 & drove over to Ram Cutler – got a film – stopped at the Johnson City Postoffice for my mail but couldn't get it. Stopped by the home on my

way back - got a suit to be pressed. Left it at Pesano's & then drove on to Union Garage. Louie Bro. drove me back to the Office. Had a short session with Dwayne - got approval on going to Poughkeepsie this weekend. Told him a little about what Paul told me this morning. Reported to Dwayne the poor response to our survey for the Summer Term of Factory Schools. Dwayne indicated we should proceed to conduct a term as usual even if the program is much smaller than last year. Also mentioned getting expenses for trips taken on Junior Chamber project - Dwayne OK'ed it, but thought he had best get approval on the trip to Amsterdam in June. Had lunch at the cafeteria with Ken & Bruce. Called Larry Siegfried about seeing him tomorrow & getting Chapter IX also on the Blueprint Reading Book. Called John Lenhart this afternoon in Rochester to find out what I might bring with me to Rochester tomorrow. Also - Bruce & also Paul Remedy this afternoon about the Jay Ce Manual. At 4:15 I called the garage & had the car brought over. The driver took me right on over to the Postoffice in Johnson City to get my

mail - got the pics (slides) of the birds I took with Lee Davis. When I got back to the Office I looked at them - they looked well. Called Lee & arranged to see him tonight. Also showed them to Bess & Ken who thought they were good. Drove over town, got my suit at 6:00 & then drove on to the Arlington Hotel got Paul & went to the Community Coffee Shop for dinner. After dinner I drove Paul out to the Country Club he had never seen it before - had Ken Frey show us through. Paul was quite impressed. I drove him back to Johnson City about 8:40 where he got a cab to the Arlington - I came back to the home and called Mary. Told her I would drive down for her this weekend from Poughkeepsie - she seemed much pleased. About 9:00 I drove on back to the Office. Ray was still there - I showed him the slides of the birds. Called Lee & at 10:00 I drove over to his Office in Vestal - showed him the slides on the screen - they came looked well & Lee was greatly pleased. Stopped at Bill's. Sat for a while - saw with Prof. Yudin, Ben Bodle & Cosman. Drove home about 11:15. Terrible odor from the floor, they painted them to-day To-bed 12:00.

4/12/44 WEDNESDAY:

A very cold, windy & rainy day. Got up about 6:45. Drove down to the plant about 7:20 & had breakfast at the cafeteria. Ate with Earl Kaufman. Earl helped me get the things in the car to take to Syracuse - I left about 8:00 for Syracuse - took Chap. V & Volume II to Siegfried to be proof read. It rained all the way to Syracuse - got there at Larry's office about 10:15. Jackman was there with him. Delivered the 5:50 letters to be inserted in the Press. Mgmt. books to be distributed to the managers at the various plants. Left Chapt. V with Larry & got Chapter IV which he had looked over. Also discussed the matter of revamping about 1400 copies of Blueprint Reading we have on hand - for immediate sale. Larry is taking the matter up with the Board of Executives of the Syracuse Univ. Press this afternoon. I left Larry's office about 11:30 - still raining - took route #5 out of Syracuse for Rochester - stopped at a Wayside Hill & had a swell lunch. Took route 31B & 31 on into Rochester. The weather got increasingly worse - rain gradually turned to snow & finally into the real heavy fluffy flakes.

It got pretty heavy driving. Arrived at the I-34 Plant about 3:00 – there was 3 or 4" of snow & slush. Had a nice chat with John Lenhart & then with Norm Collister. Norm is now Manager since Nils left for Poughkeepsie. Davidson is moved up to assist Norm & Scott Cass is the new Personnel Director. John Lenhart is taking over Scotts old job of suggestions, war production board etc. – in addition to his training duties. Norm asked me a lot of questions about the forthcoming celebration May 1st for Mr. Watson to commemorate his 30th. anniversity with the company. I had heard of it but that was all. Norm turned me over to Jack Burridge on the Jay Cee Manual job. – Oh Yes! I called Mr. Campbell as soon as I got in – also met him in the Office & told him about my session with Mr. Davis. Jack had some trouble getting someone to set-up the special P.M.G. Machine – finally got Leo Chrysler who was able to get it properly adjusted for the job. It was about 6:00 & quitting time so we actually didn't get started. Most about was we so Jack took me down to the First Aid Room & I got fixed. About 6:15 I drove down to the Sycamore

Hotel - it was still raining some. Couldn't get a room right away so I walked down to the Manhattan Rest. for dinner. Was able to get a room when I got back. It was such a terrible night out & I didn't feel too hot so I just stayed here in my room this evening. Read some of my mail etc. I had with me. To-bed 11:00

4/13/44 THURSDAY:

A nice clear day in Rochester - got up at 6:45. Had breakfast at the Sagamore. Drove out to the plant at 8:00. Spent the whole morning getting the special P.S.M outfit lined up to type the manuscript for the Junior Chamber Manual. Mrs. Howe did the typing & Dodge the engineer worked on the duplicator. Finally got it functioning about noon. Mr. Campbell brought in a guest, a Mr. Davidson, to see the machine work. At 12:30 I had lunch with Mom & Jack in the cafeteria. I was surprised to see Mr. Campbell come in with Mr. Asbury, past V.P. of IBM, for lunch. I hadn't seen Mr. Asbury since he left IBM years ago. - I showed a film of Mrs. Howe with Mr. Campbell this morning. Boy -

I was in bad shape to-day. My sore throat & yesterday had changed into a bad case & laryngitis & I couldn't talk above a whisper. It was difficult & embarrassing. After lunch I showed the slides I had taken & the trip, to Mom, Ray Hanlan, Jack & John. Used the S.V.E. projector & showed them on the screen in the lounge room. The boys sure thought they were swell. By 3:00 Mrs. Howe & Dodge had managed to get the first section & the manual completed in correct order. I left about 3:15 for Endicott. It was a beautiful afternoon & I made fairly good time. Got in Endicott about 6:40 — stopped at the office to see my mail & then hurried on over to the Arlington Hotel for the joint Jay-Cee meeting & the Endicott & Binghamton Board & Governors. We were guests & the Binghamton group. Had a swell steak dinner. It was a very good meeting — I gave a report on the Ex. Training Committee even though my throat was about gone. Home about 11:15 — doctored up some & went right to bed. The painters had filled & wiped the floor to-day — they looked good. Tended the furnace To-bed 12:00

4/14/44 FRIDAY:

My throat was some better this morning & my voice had returned slightly. Got up about 7:00. Drove down to the Office about 7:30. Left the car a little to be greased - Smitty drove me on to the school. Had breakfast at the cafeteria. Had a very busy morning - getting caught up on my mail etc. Bot Cliff started in some art work for the Jay Cee Manual & had Paul Feeney get some of the letter letter set & printed for me. Spent some time with Don Sweet & Earl on the Proc. Hist. Vol II book this morning. Earl now has the manuscript all finished - that is the last chapter. Chap VII is now written - it is still to be edited. We hopeful we can now make the 30th of this month our finish date for this book. Had lunch at the Cafeteria with Van Borden & some of his boys. After lunch I walked on to Smith's - got the car & then drove out to the home. I got a letter from Mary today. I enjoyed reading it - a long time since I got a letter from my darling. The men were at the home finishing up the jobs on the floors. They had waxed them & were putting the furniture back in place. I helped them some. Packed my bag & got ready to leave for

Poughkeepsie. Drove back to the Office about 2:00. Pete Boyer stopped in the Office this afternoon. He showed me the Magic Coin Box trick. It sure intrigued me. Pete & Ray have show to do it & enjoyed having me guessing. Worked some this afternoon with Cliff on the layout & the Jay Cee Manual. Left about 4:20 & drove over to Binghamton - stopped at the novelty store & got myself a Magic Coin Box - Picked Paul Deuell up at the Hotel Arlington & we were on our way to Poughkeepsie about 5:00. Paul said he sure had been pumped full of V.M.T. at the T.W.I. Institute this week. It was a nice evening for our trip. Stopped in Liberty for dinner. Had Paul drive from Liberty into Newburgh - I drove from there on into Poughkeepsie. Got to the Nelson House about 10:15. Checked in & then drove Paul out to his home. Met his wife for the first time - they have a very nice new home. Had a cup of coffee with the Deuells - drove back to the Hotel about 11:15. Practiced the trick with the Magic Coin Box before retiring. Doctored my sore throat - To bed 12:00. -

4/15/44 SATURDAY:

A very rainy day. Got up about 9:00 - had breakfast in the Main House after this. Drove down to the plant about 9:15. Spent a couple of hours with Paul going over plans for the Summer Term also for the continuation of the Managers Conference. Called Miss Cramer & found that Walter Niles was out of town - so I couldn't see him to-day. Miss Cramer informed me that Della Walker was in town - I called her & had a nice chat - she's the same old Della. Also called Davie Sanford & learned that Dave would be home at 4:00. Hot I was sorry I couldn't get to see him as I had planned to leave at lunch time. Dave is going to be transferred soon to a new location. Paul & I had a nice session with Bill Muir & Harry Kleckler - they gave us an OK on every point we brought up - sure get full support from Bill. I was sorry I missed seeing Walter Niles. Left the plant about 12:00 & started for N.J. Stopped at a Seafood place along route 9D for lunch. Rained all the way home - a very rainy trip. Stopped in to see Dad & Betty. Got there about 4:00. Showed

them the Magic Coin Box trick. Drove on up to Mother V's about 4:45. Was glad to see the family again - had some fun trying the tricks on the folks. Taught Barbara the folding paper trick. She sure got a big kick out of it. Had a session chat with Mary about my trying for a commission in the Navy. I really think I should go & the sooner the better. After dinner this evening I showed Mother, Mary & Eleanor some color slides. Showed the ones of the bride I had taken. About 10:15 I drove Eleanor & Mary down to Sheridan for some ice cream. To-bed 11:30.

4/16/44 SUNDAY:

A very rainy day. Got up about 8:00 - after breakfast Betty called & said Bryan was down there & wanted to see me. I took some of my slides and drove down. It was raining quite hard. Showed Bryan, Dad & Betty the Magic Coin Box trick they quite enjoyed it. Also showed them the slides I had taken of the bride and some others. Projected them on the door of the

electric refrigerator which worked very well. Had a nice chat with Bryan & Dad. On my way back to Van Dusen I stopped in & left some books at Annis. It was still raining – 11:30. Mother had a swell chicken dinner for us. I wrapped up a copy of Prec. Mem. Volume I to send to brother Ray. After lunch & I should say dinner we got packed up & left about 2:00 for Johnson City. It had stopped raining – Hilda & Eleanor came out to see us off. We drove down to see Dad & Betty and to say good-by before leaving – left the book for Ray with Dad to mail. Got under way about 2:30 – decided to return by the way of Chester, Milford, Honesdale, Carbondale, Tingley etc. We found the road OK. but I was surprised to find it so much further – about 180 miles as compared to 145 the other way. Little Mary Lou has a very bad cold but behaved very well. Rained part of the way. We stopped at Tingley at Annis about 6:00 for some sandwiches. Got back about 7:30. Had a busy time – unloading the car – taking out the ashes & helping Mary put some of the linen to rights. To-bed 11:00. —

4/17/44 MONDAY:

Clear but cool to-day. Drove down to the Office about 8:00 - left the car at Union Garage - it is using a lot of oil - had Mario check it for a leak. Mr. Burnham, (Monty), of the State Dept. of Education & the War Manpower Commission called to get a picture of our training facilities. Showed him thru the school - also stopped in & introduced him to Dwayne. At 12:15 Ray went to lunch with us in the cafeteria. After lunch I had Ray take Monty for a tour of the plant. As the boys stopped in - gave him the slide I had taken of he & Josie. Had a busy afternoon. About 3:00 - Ray & Monty got back - about 4:00 I had Mario send my car over from the garage. Monty & I took the driver back - they couldn't find a leak so I guess I'll have to accept the fact that the old Buick is beginning to eat oil. Had Monty follow me up to the Country Club. I forgot the club is closed on Mondays. However I showed Monty them the place. It was a swell afternoon - stopped back to the house about 5:00 then returned to the Office got some meat out of the locker.

Got Chapter IV of Prec. Mgmt. to take to Syracuse to-morrow. Also brought home the material for the 1st. 2 pages of the Jr. Chamber Manual "Opportunities for Leadership". Came home about 6:00. After supper I showed the folks a movie film that just came back. Spent the evening laying out the 1st 2 pages of the Manual. Had a practice blackout at 8:20 — the first we have had in month. Mary scrubbed & waxed the kitchen floor to-night. To-bed 11:15.

4/18/44 TUESDAY:

Got up at 6:30 - Mary Lou has a terrible cold. At 7:30 I left for Syracuse. It was a swell bright morning — drove up alone. Met Jackman & Gene Fink at the Hotel Syracuse at 10:00. Introduced Jackman to Fink & we had quite a session on Prec. Mgmt. — going back over the history of the whole story of its distribution by the State Dept of Education. Larry Heyfield was supposed to be with us but he was ill. Had lunch with Gene & Jack in the coffee shop at the hotel — was surprised to see Ray Hill & McConnel of Dansk & Lamb at lunch. Enjoyed seeing Gene

again & talking over our mutual interest. He still calls me Paul as I started calling him Oakley (Oakley Furney) After lunch, about 1:15, I called Larry at his home - he was still feeling pretty bad so Jack & I didn't drive out to see him. I left Chap. VI of Prec. Mfgrs. with Jack to give to Larry. He also still has Chap. V. Stopped in the IBM Office - Dick Berman was in - saw Morgen & Bro. Did some shopping & left for home about 1:45. It was a bright afternoon. Stopped here at home before going to the Office. Mary had gone to a bridge party at Elton. Eileen was here with the children. Bot to the Office about 4:15 - showed Bruce & Cliff the two pages of the Jr. Chamber Manual - also stopped over & showed it to Paul Kennedy. Called Jack Burridge at Rochester - Jack is driving down to-night with some EWM equipment to be photographed. Drove home for dinner about 6:20. Little Mary Lou still has a very bad cold. Spent a quiet evening at home - Barbara had some fun with the pazzels & trains before retiring. Read the papers - called Kay to meet me at Thompsons in Binghamton to-morrow morning. To-bed 11:15.

4/19/44 WEDNESDAY:

Clear & warmer to-day. Up at 7:00. Ray called this morning - arranged to meet me at Thompson's. Drove over about 7:40 & left my car to have the fenders straightened & the new grill installed etc. Ray met me about 8:00 - drove up to the Homestead - had breakfast with Jack Burridge. I rode down to the school with Jack. He now had the station wagon loaded down - had 19 Electromatic Typewriters on it. Dwayne & Van had to get them hooked to-gether this morning on replacing the speaker for the graduation to-morrow night. They called me in to help - knowing Dwayne got someone. Jack rode to the System Service Bldg this morning on the EWM Division. Ray & I sat in on it for awhile. Ray & I started planning the summer E.S. Bulletin to-day. I put some time on the Jay Cee Manual again. At 5:00 then on a General Managers Meeting - Kerr advised all Managers to take a two weeks vacation - Kirk advised that he wanted to close the policy on ~~action~~ leave of absence for ~~any~~ one of men in Service. Charlie gave a very human approach to the whole problem. Also mentioned safety - too many

lost time accident. Met Jack Burridge in my office about 6:15 after the meeting. Took up to Hill Top with Jack & had dinner with the girls. Jack in fine & talker - kept us all well entertained - also showed us a couple of tricks. About 8:15 we drove down to the home - had Jack step in - showed him the slides & movies taken at Christmas this year - Jack was interested in seeing the train set-up. Also showed Jack some of the tricks - he showed Mary the one he had done at Hill Top - namely - the watch in the ride under the glass & the one guessing the glass then the table. Jack left about 10:00 - I worked some in the 1st part of the day & planned here in my study - then in on the layout of it. Mary Lou's cold still hangs on. To-bed 11:30.

4/20/44 THURSDAY!

Clear & very warm to-day - a real spring day. Got up about 7:15. Jack Burridge stopped for me with the Ford station wagon about 8:45 & drove me down to the school. He had Billings from 5-90 with him. Got Jack all set-up on taking the

side of the C&W equipment. Charlie Cheney & Ken Agnew were back & they were ahead with the job. Mr. Carlstone from the Int. Harvester Co. called to-day. He is in charge of Factory Training for them - I spent a very interesting morning with him. Also had Mac meet & talk with him awhile. Ray, Mac & I had lunch with Mr. Carlstone. At 2:15 Ray drove me on on to Vestal where Mr. Carlstone got the 2:45 train for Buffalo. Ray drove me on over to Thompsons to get my car. They had it all fixed so the damage I did coming down from Rochester week months ago is now repaired. Stopped by the home on my way back to the Office. Stan Evans was at the Office when I got back. Mr. Allen stopped by & introduced Mr. Deming who is the speaker for the graduation to-night. Dwayne invited Stanley to attend the graduation so I made the necessary arrangements with Blackwell. Paul Mancini stopped over & showed him some of the material he's getting together for the Jaycee Manual. He took a copy of the first page with him. Dress home about 5:30. Shaved, dressed & at 6:45 Mary & I drove up to the Hamilton to the Customer Engineering

Dresden. It was a very nice party & I enjoyed Mr. Hennig talk. Stanley & Mrs. Evans seemed to enjoy the occasion very much. Home about 10:30 - read papers & to bed 11:30.

4/21/44 FRIDAY.

A very rainy day. Up at 7:00 drove down to the Office at 8:00. Cliff worked on the cover for the Jay Ce Hawk all day. Got a call this morning from a Lt. L.K. Johnson at the Office of Naval Officer Procurement this morning. He was inquiring about a Mr. Hendley who was a sales student back in 38. Got some information for him & wrote him this afternoon. Dwayne called Ray & I to his Office about 12:00. He had been over in Kirk's Office most of the morning getting his head bashed in on a few points. One was the article on Factory Schools in the last two issues of Ski-Hi-Lites. Mr. Watson didn't like our showing the 3 Syracuse Profs. in the Ski-Hi-Lites - we should have men from other schools as well. Then Kirk says our covers on Language & interior decorating will not win wars. He did admit however

that he didn't object to our offering there comes but we shouldn't advertise it. It was amusing to hear Dwayne tell about his session with Kirk. They also discussed the Selby situation again. Lyon is now working as an assistant to Mr. Kirk & Charlie would like to have him teaching more Effective Speaking classes. Had lunch at the cafeteria. This afternoon I discovered a section of the material for the Jay Cee Manual was missing — called Jack Burridge & he is sending it down to me. Paul Yamani stopped on & I showed him the pages I have finished on the Manual. Stopped in to see Dwayne this afternoon — asked about getting permission for Paul to go to Omaha to the N.C.J.C. National Conv. Dwayne said No! He even has some doubt as to whether he will be able to get an O.K. from Kirk for me. Showed Dwayne the pages I have finished on the Manual — he thought they looked swell & gave me an OK to go to N.Y.C. on Monday to see Davis & Miller at 5:30. Drove down to the Park Hyatt about 5:15 for a hair-cut. Stopped back to the Office for some things

drove home about 6:30 for dinner. After dinner I got set up here in my study to work on the layout & some of the page for the Jay Ce Wand. Worked all evening on it & got 2 more pages laid out. To-bed 11:00.

4/22/44 SATURDAY:

Partly cloudy & warm to-day. Up at 7:15 - drove down to the Office about 8:30. Had a busy morning - proof read Chap. 7 of Pres Mgrs. & checked it over with Earl Kaufmann. Also worked some on the Jay Ce Wand. Lynn Kelly stopped in - I had him read over the Manuscript for the Wand. Had a nice chat with Lynn - he told me all about his recent transfer - from manager of the power house to an assistant to Mr. Kirk. He doesn't know just what he is supposed to do - a part of it is that of continuing his work as instructor of Effective Speaking. Drove home for lunch about 12:15. Mary & Barbara drove me back to the Office about 1:15. Mary went shopping in Binghamton. I spent

The afternoon laying out another page of the Jay Cee Manual & getting caught up on some of my work. Mary stopped by for me about 4:45. This evening Mary & I drove up to the Homestead to a Dinner Party given by Mr. & Mrs. Peck for some of their friends. Met Mr & Mrs. Peck (IRVING PECK), Mr. & Mrs. Leo Hinman, Mr. & Mrs. Paul Lochner & others including Mr & Mrs. Geo. W. Johnson. There were about 75 to 100 there including a few of the System Service Girls & Customer Engineering Girls & the school staff. It was a very nice party - Charlie entertained by playing the piano. The girl who was with the Chicago Opera House sang a few selections. She is very good. Got home about 11:00 - to - bed 11:45.

4/23/44 SUNDAY!

A very rainy day - rained most all day. Got up about 8:45. After breakfast I spent the rest of the morning cleaning out my desk & cleaning up my study. Moved all of my slides & movies from the buffet in the dining room up to my study - I'm afraid it has been too

warm for the color film in the dinning room. The film I took back in 1938 sure look very yellowish - it may have been that way however when I took them, but I doubt it. Had a swell sirloin steak from our locker for dinner. After dinner I took out the ashes & garbage - helped Mary with the dishes. About 8:00 Mary & I drove down town - still raining - stopped in to see Mrs Taylor to show her the picture of her granddaughter Mary Jane that I had in an old photo - album. Left the negative with Mrs. Taylor. Drove on over to attend the tea at the Bo House - some of the customer engineer girls showed us thru the home - the IBM sure has fixed the place up swell. Saw the Astons, MacKenzies & also the Customer Engineer instructor. Earl Hege told us about his trip to California to help start engineering training centers in various parts of the country. Drove home about 9:30. Read the paper & this evening I looked over the old photograph albums with Mary. Also dusted some of my color slides. About 10:15 got things ready to leave for N.Y.C. Mary drove me over to the Erie station

4/24/44 MONDAY:

Porter called at 6:45 - a very rainy day. Had a chance to get a bite of breakfast at the Jersey City Erie Station before getting the bus for N.Y.C. Rained all day - really hard most of the time. Got out at Penn. Station - walked over to 33rd. St & 6th. Ave. - checked my bag in the tube station. Took a 5th. Ave. Bus up to 56th. St. Walked over to 590 Madison. Got in W.H.Q. about 8:40 - was surprised to find the 17th. floor still locked. I waited on the 16th. until after 9:00 then I went up to the library on 17th. I heard Charlie Kirk come in but fortunately he didn't stop in the library - he always kidding me about being away from ENDICOTT - I was glad he didn't have a chance to pour on his same old bromide again. Called Ray Miller & went up to the 18th. to see him. He looked over the Jr. C. of C. material & thought it looked well. Was a bit critical of the half tone sketches. Also thought the statement of Mr. Watson from Think Magazine was O.K. for our F.S. Bulletin but said I should see Mr. Davis. Mr. Davis have been ill & out of the office for 2 weeks. He was coming in to-day but due to the rainy weather didn't

come in. I dictated a couple of notes to his secretary. Called Polygraphic - Dudley Dubuque is in the Navy & a John Colligan is doing his work. Took a cab over (Boy how it rained!) & had a nice session with Mr. Colligan. He & a Mr. Flanders took all the data on the Jaycee Manual to give me an estimate. Left there about 12:30 & took a cab over to Grand Central - had lunch at the Oyster Bar. Then walked up to 43 rd. W. of 5th Ave. to the puzzle store - walked on up to 47th to the R.R. Ticket Office & picked up my reservation. It was terrible getting around - raining hard all the while. Walked on up to 52 nd. & Broadway and located a good store for magic tricks - bought (ring bottle) & (the book of 102 tricks). Also wrote cards to Rem, John Snover, Jack V. & Jack Markham. Took a bus back down to 33 rd. St. About 3:30 took the tube over to Hoboken. Got on the train about 4:10 - too rainy to do anything else. Had a seat in the parlor car - was amused to hear the two men just ahead) we talk about IBM. They didn't know I was from IBM. One man commented that Mr. Watson sure rules with an iron hand - also he has been

very successful etc. Had dinner in the dining car about 6:30. Enjoyed reading & working puzzles on the way up. Train got in Binghamton 9:40. Took a cab out to the home - got home about 10:00. Mary & I fooled around with a crossee puzzle for awhile - read the papers & to-bed 11:30.

4/25/44 TUESDAY:

Got up about 7:30 - another rainy day. Drove down to the office about 8:30. Had a very busy morning. Worked some with Earl on Chap. 7 of Pers. Mgmt. Dick Hodgins stopped in & reported that there would be no more Hi-Lites. It seems that there has been too many conflicts between Bassien Mardines' & Hi-Lites. There will be no more 'Activity' at Poughkeepsie or 'Washingtonian' at Washington either. Dick assured me that our Factory School articles in Hi-Lites had nothing to do with it being discontinued. Poor Ray he didn't feel well this morning - he had had argument with his neighbor last night which sure did upset him. Had a session with Mac & Ray - got a report on the meeting at the Y.M.C.A. last night on conference leadership.

Mac conducted the session. There were 7 there from IBM & 2 others. Had lunch at the cafeteria with Ray - he felt so sick he went home after lunch. Worked with Earl this afternoon on the Pres. Man. Project. Ray came back about 4:00 - he had received a letter from the Navy at Washington & was he down hearted - they had turned down his application for a commission. I tried to cheer Ray up a bit - he said he was going to give up trying to get into the service now. I saw Dwayne this afternoon on a couple of matters. He called Bill Tolley at Syracuse this while I was in his office - he & Bill are still going for a Watson Institute or College at Endicott. I hope they make it! Phil Feick stopped over this afternoon - I called Mac in & we had a session on the Manager Manual - Phil is working at the present time on correcting the various forms used in the Plant. We received the shipment of 500 new 3 ring binders for the Manager Manuals - the cover is imprinted with REFERENCE MANUAL for MANAGERS. Stan Evans stopped in for a few minutes. I drove home at 5:30 - after dinner this evening I set up to work on the Lay -

out 9 pages for the Jay Cee Manual here in my study. Mary worked on cleaning up the attic to-day - she looked over some of my books & books etc. this evening here in my study. Did some reminiscing at times over some good token of remembrance. To-bed 11:30

4/26/44 WEDNESDAY:

Another rainy day. Got up at 7:20 - Mary didn't feel well this morning. Drove down to Office about 9:00. After I got things lined up a bit I drove back home (about 10:45). Mary was still in bed - I worked some on the layout of the pages for the Jay Cee Manual - Boy it sure is a problem to know what to do. There is too much material for a 12 page book & not quite enough to make a 16 page book. Helped Mary get some lunch at 12:15. Called the Office at 1:30 - Mrs. R. said we had received a teletype from Mr. Corrigan giving estimate on cost of Jay Cee Manual. $416.00 for 1500 & $2,722.00 for 50,000. About 2:00 I drove over to the Buick Garage in Johnson City - paid my bill for the parts I got to fix the front of the car. Also got a

new center for the steering wheel & a trim strip for the R.H. running board. Stopped over to the Union Garage before returning to the Office. Showed Mario the new steering wheel center - he had cracked the one on my car while adj. the bearing - he elected to put the one on his car on my car - the new one cost $3.50. Returned to the Office about 3:30. Paul Mancini stopped over & we went over the material for the Jay Ce Manual - we decided to cut it down to a 12 page book not counting the cover. Previewed a film - Walt Disney's film on Electronics - it was very good. At 6:15 I drove down to the Hotel to the Lion's Meeting. Jim Carragher talked on Freedom - commemorating the donation of the flags of the Allied Nations to the Lewis Clubs by IBM. Sat next to Jim & had quite a chat with him. He gave a good talk. Returned to the Office about 8:00 - called Mary & about 8:30 came on home. Worked this evening again on the Jay Ce Manual. Got two more pages laid out - Mary went on to bed early. I turned in about 11:30.

4/27/44 THURSDAY:

It cleared off at last & was somewhat warmer. Up at 7:15 - Mary drove me down to the Office about 8:30. She went shopping to-day. Had a busy morning. A lot of correspondence - then about 9:30 Stan Evans stopped in - had a good discussion with he & Mac on the Conference Leadership Program which Stan is conducting at the YMCA in Binghamton. Sam Moore called this morning. Bud Austin stopped in with some letters to show me from men-in-service. They want correspondence courses. Had lunch with Kay in cafeteria. Sam Moore stopped in this afternoon - Mac & I spent most of the afternoon giving him information which he wanted. At 5:00 there was a General Managers meeting in room 202 - Geo Sheldon from W.H.Q gave a report on the activities of the Men-in-Service Committee & the War Veterans Organization. It sure was quite a story. The company sure does a lot for the men-in-service. Got a ride home with Mac Almon. Worked on the Jr. C. of C. Manual this evening. Forgot to

bring any rubber cement home from the office. I called Ray & he stopped by with some on his way home about 5:30. Had a sore throat so I turned in about 10:30.

4/28/44 FRIDAY:

A beautiful clear day - got up at 7:00 - drove down to the office about 8:20. Spent most of the morning with Mr. Foote our European Manager & two of his great who are representatives of the Shell Oil Co. Mr. Astor was not in town so I talked with them in his office. Told them about our training program. Had a very interesting chat with them. Brad Austin stopped over about 11:15 with Bob Packer pres. of the Country Club. Bob took the men up to see the Country Club. Had lunch at the cafeteria with Ray Jarvis. Floyd Taylor stopped over after lunch & went over some of the Department instructions we are sending out to the employees. Floyd tells me he is going into the Navy. Prepared a corps of reports this afternoon. Wrote Bruce Palmer &

sent him photographic copies of the first pages of the manual "Opportunities for Leadership". Also worked with Earl & Don on layout of Chapt. 7 of Pres. Hdbk. Received the report from Dr. Bowman on his recent visit with us - he made some very good suggestions. Went over the report with Ray. Drove home at 5:45. This evening I worked on the Jay Cee Manual again - laid out two pages. My vice chairman of the U.S.J.C.C. Executive Training Committee, Bob Benson, called from Dayton to-night & asked to have me send him a copy of the manuscript for the Manual. He wants to use it to prepare a talk on the Manual to the Ohio State Jay Cee Convention. He also advised me that he was giving me a choice spot of 30 min. on the program at the Nat. Conv. in Omaha in June. To-bed 11:00 —

4/29/40 SATURDAY:

A beautiful bright clear day & warm. Got up at 7:00 - drove down to the Office at 8:15 - Had a busy morn-

ning. A lot of correspondence to get out. Dr. Lillian Gilbreth was at the school & talked to the joint session of all classes. I met her coming in & said hello - I was too busy to sit in on her talk. Went down to the bank at 10:15 - also stopped at Kirkley's & paid a bill I owed & got an 8 m.m. film. Received a letter from Arch Dain this morning returning the two pages of the Jay & Hamad I left with him last Monday. He suggested some changes which means more work for me. Talked with Bruce Buckler about them. Drove home about 12:30 - took Bruce home - also Dean Ward rode up with me. Our new boy Bruce was here to work on the lawn - I had him get a lawn roller to roll some of it. After lunch I changed my clothes & helped him. Boy what a job we had rolling the terrace in front of the home - took a couple of pictures. Sally Kirk came down to play with Barbara & Mary Lou - I took some movies of them with the eyemo camera. I worked all afternoon - it was a beautiful day for work on the lawn -

I had Bruce mow most of it. I raked the parts which needed it - also cleaned off the garden & burned the corn stalks etc. Mary worked outside some too. Then about 4:00 I got the car out & gave it a thorough cleaning inside with the vacuum cleaner. Boy it sure needed it too! Mary & I met Ray & Marion Davis at the Community Coffee Shop in Binghamton at 6:30. It took us two hours to have dinner. We went to see the movie Ann Sheridan in "Shine on Harvest Moon". Had to wait nearly a half hour for a seat. Then after the show we walked down to the Boston Rest. only to find it closed. Enjoyed the evening never-the-less. Home about 11:30 - read the prayer & to bed about 12:20.

4/30/44 SUNDAY:

A beautiful bright, warm day. Got up at 8:00 - after Breakfast I called the guard at the plant & about 9:30 I drove down to the school. The guard let me in - I got some material to use on laying out more pages of the Jay Cee Manual.

We all went to church this morning — drove over to the 1st Congregational Church in Binghamton. Dr McKay gave a very good sermon. Babs & Mary Lou behaved very well in Church — it was only the 2nd time for Mary Lou. Saw the Hoffmans after church & Bee & Ley Johnson. This afternoon I worked some here in my office or study — read over the 1st 3 chapters of Blueprint Reading written by Bob Sheridan + they looked fairly good. About 4:00 Bruce & Edna Bucher stopped in — They had been out for a walk — Oh Yes — right after dinner I played around with Babs & Mary Lou in the back lawn. Taught Babs how to ride her bike — she finally caught on to it. I took some movies of her. She was so proud of her accomplishment — she showed Bruce & Edna how she could ride. I got the two large bikes up out of the cellar — Bruce helped me clean them up & pump up the tires. We took a ride over to Johnson City & back — it sure was a beautiful afternoon. Mary, Edna & the children walked up to Hill Top to see the Ayers Service Girls. There was no one here when we got back. Had a nice visit with Bruce & Edna.

I worked here in my study this evening on the last page of the Jay Cee Manual. Boy - what a job that has been! Dwayne called about 8:00 to tell me that Jean Cotton would be at the school to-morrow & would want to see me about planning their Factory School Program for next Fall. Dwayne also told me he had gotten an OK from Kirk on my trip to Omaha in June. Boy that sure was good news. Edna called later - I asked she & Dwayne were going to go along to Syracuse with Mary & Al on Tuesday. She believe she will be able to go. Dwayne is going to Washington to-night & won't be back until Thursday. To-bed 11:15.

5/1/44 MONDAY:

Another bright warm day. Edna Acton called this morning - her mother was going to Berg. with Mary so Edna called Clem & I rode down to the Office at 8:15. Clem stopped up to the Home - stead first to get Mr. who is here to conduct a special customer school. I saw Homer Bookstaver as I was going in the school - he stopped over about 9:15 to discuss a training program for their managers. I missed the opening of the Customer school at 9:00. Mrs. Fitzpatrick called from Wash. this morning she was still of the impression that the party for Mr. Watson was to be to-day. I told her it had been postponed until June. At 10:30 I attended the opening of a large Customer Engineering School - 26 of the fellows were from Plant #4 at Poughkeepsie. Had lunch at the cafeteria with Ray Jarvis. After lunch I got to-gether with Ray & Bob Sheridan to go over some of the chapters on Blueprint Reading. Miss Cotten was supposed to stop in at 1:30 but she didn't show up. She called

from the Homestead about 4:00. I was over in the plant with Homer - showed him the plate model of the 405 machine. He wants to use it in the training program for the Customer Engineer all the time. Therefore we considered making slides & movies of it. Talked with Bruce about it also looked over the charts etc, many of which can be used. Called Miss Cotten back & discussed briefly the matter of securing the interest of W.U.Q. for the training program this fall. It's a bit early to make any definite plans. Suggested the possibility of a course in Stenotyping which seemed to appeal to Miss Cotten. Mike Dupa stopped in this afternoon for his classes this evening. He had some card tricks to show me. Mike advised me he is soon to become a member of the "Knights of Magic". He sure is all propped up about magic. At 6:30 Mac & I went over to the cafeteria to the Managers Dinner which was given by the combined System Service Class & the Woman Customer Engineer Class. It was a very nice party - a swell meal. Clem & Walter Starr shared the speaking job.

Hurb Swan spoke for the Managers. Party was over about 8:00 - Mac drove me around to Smith's Garage where I got my car. Mary had left it to be greased. Worked some on the layout & the Jay Cee Manual this evening. It has very warm. To-bed 11:00. Marion Clemmons is staying with Barbara to-night - Clem & Lanie have gone to N.Y.C. with Clem's father.

5/2/44 TUESDAY:

A dull rainy day & very warm. Got up at 7:00 - got ready to leave for Syracuse & at 8:00 drove down to the Office. Gave Mrs. R. some work to do - came back - got Mary & Mary Lou at 8:30 - then drove over & got Mrs. Allan, Edna & Larry. Drove Larry & Edna down to Mrs. Turner's in Endicott. Stopped back to the school & Earl Kaufman & left for Syracuse about 9:00 - drove out thru Union to Whitney Point. Left Mary, Mary Lou & Mrs. Allan out down town Syracuse & got up to Larry Sheffield's Castle about 11:10. Larry & Jackman were waiting for us. They were both in a good mood. Covered

many of the questions Earl & I had to ask them. At 12:15 we drove down to the Sycamore Hotel for lunch. Got back to the Castle about 1:30. I took a couple of pictures of Larry & Jack. Earl & I had brought Chapts. 7 & Prec. Hist. Vol. II (the last chapter) with us. The four of us went them it carefully — Larry did the actual proof reading. Boy he sure has comb them When he checks them they are checked. Larry had some visitor which held us up some. Dean Spencer stopped in for a few minutes. It was Commencement day at Sycamore Hill. to-day. Things seemed very quiet in the Castle with all the students gone. Finished going over the chapter 7 about 3:40 — Earl & I left right away. We brought with us Chapters 5-6 & 7 (the last 3 chapters). We met the girls at the Sycamore Hotel about 3:50 & left right away for home. It was a very warm afternoon but no rain. Got home about 6:00 — left Mary & Mary Jo — drove Mrs. Acton over to Acton's & then took Earl down to the office. Looked over my mail & came on home about 6:45. Marion Clemmon in here with Barbara again to-night. I worked

here in my study this evening on the Jay Cee Manual laying out the page again so they are even at the bottom. Mother V. called this evening & told me she was coming up to-morrow with ~~Mrs~~ Winnie Ramsey. Mary had gone to sleep so I awoke her to tell her the good news. To bed 11:00.

5/3/44 WEDNESDAY.

Another bright day & very warm. Walked over to Clemmons this morning & got Alton car for Mary - Clemmons are all in N.Y.C. Mary & Edna wanted to use the car to-day. Oh yes I took a chair up to Mrs. Brown's to be fixed this morning. Drove down to the office about 8:30 - stopped at Smith's Garage. Had a busy morning getting out the monthly report to Mr. Alton. Gordon Packard stopped in this morning - told me Charlie Love is going into the Navy as an Ens (jg) in about 3 weeks. Had lunch at the cafeteria with Ray. After lunch I drove Ray down town & then stopped over to Smith's with my car. Left it to be washed.

Worked with Earl Kaufman this afternoon on the Preface to Chapter VII. Also prepared a report to Bill Lewis on a change in the T.H.T. follow-up plan. At 5:45 I walked over to the garage & got my car. At 6:20 I drove down to the Hotel to the Lion's Club. We all went over to the Electric Light Plant at Nelsonville. Ben Hansen rode over with me. About 25 Lions went over in cars. Howard Acton & the N.Y. Electric & Gas Co. were with us. They had guides to show us thru their plant. I was amazed at the amount & equipment they had in the plant. I broke away about 8:30 & drove home. Mother & Mary here with Mary - she had arrived about 6:45 P.M. I worked here in my study on the Jay Cee Journal tonight. Showed Mother some of my magic tricks. To bed about 11:15.

5/4/44 Thursday:

A very warm showery day. Got up about 7:15 - drove down to the office about 8:30. Had a busy morning - wrote a letter to Mr. Nichols in answer to his on Human Relations - boy asked a letter to answer.

Also wrote Mr. Stirk a "thank-you" letter for his consideration in permitting me to go to the J.C.J.C. War Conference in Alaska in June. Spent most of the morning with Ray & Bob Sherman on Blueprint Reading. Had lunch at 12:00 with Ray in the cafeteria. Dwayne was back to-day, but I only saw him for a few minutes. Buckley had his gang working on the J.C.J.C. Manual To-day - at last! He's hoping to have it finished this week. About 4:00 I drove down town & got some groceries for Mary - came on home about 5:00. I had planned to stop over to Arbon to take some pictures of Dwayne Hoth & also the children. When I got home - Mary told me Dwayne had called Mrs. H. & she called to say that the Arbons just couldn't get ready for the pictures. I helped Mary some - put on a couple of screens. Boy it sure has been a hot day! Showers this evening. After dinner I returned to the office to work on the layout of the last pages of the J.C.J.C. Manual. Was disappointed to find a note on my desk

that Don had locked & put the record in his desk. I had to drive over to Don's home for the key — got caught in a late April shower. Finished the work about 9:15 — drove home — Talked with Mother & Mary for awhile. Very warm again to-night. To-bed 11:30.

5/5/44 FRIDAY:

A very warm showery day. Bob up about 7:15 — Mary drove me down to the Office about 8:30. Oh Yes! We called Alton's this morning & said Good-by to Mrs. Alton, Dwayne's Mother — she left for California this morning. Dwayne spoke at the Commencement at Athens College this morning. Cliff, Joe & Bob in the art dept. all worked on the Jr. C. of C. Manual this morning. I spent part of my time with them. Had Paul Manini stop over & read the material over as a last check. Went over some Blueprint Reading test with Bob Mendam. Had lunch with Bruce Bruden at the cafeteria — Oh Yes Walter Blake came in this morning & went over most of Pers. Mgmt. Vol. I with Carl & I — he

had a lot of suggestion to make. At 1:30 I took the pages of the Jr. C. of C. Manual over to the Etching Dept - had them photographed & reduced - helped the man do the job. Stopped down to see Tobby Crawford & got him lined up to do the job of printing them for me. Sent the first 6 chapters of Blueprint Reading to Larry Seyfried this afternoon. Mr. Acton came in about 4:00 - I got to see him about 5:15 - asked him about getting to Watson with the Jr. C. of C. project while he is in Endicott this weekend. Dwayne advised my calling Arch Davis which I did. And advised my bringing the material to N.Y. next Wed. & he would try to get to Mr. Field with it. I rode home with Dwayne at 6:00 - told him what Arch had said - Dwayne told me he was sure I wouldn't get any decision from Mr. Watson on it & advised me if I didn't get to see him to leave the whole thing in Davis' lap. This is just what I intend to do. I was surprised to find little Honey Millinor here with Babs & Mary Lou. I took some pictures of them riding the bicycles. Little Honey rode Mary's bike.

Winnie, Bea & Mrs. Atkinson stopped by for Mary about 6:30. After dinner this evening I read the papers & Life. To-bed 11:15.

5/6/44 SATURDAY:

A very warm rainy day. Mary drove me down to the Office about 8:15 — she & her mother went shopping to-day. This morning I went over to the dark room & helped Bobby Crawford print the large negatives for the Jr. C. of C. Manual. We had to strip negatives to-gether for some of the pages. Made 4 prints of each page. Earl Kaufman came in about 11:00 — his wife is ill & he had to help her this morning. At 11:15 I walked down to the barber shop & got my hair cut. Got back to the cafeteria about 1:00 — had lunch with Bill Davidson. I had Don Sweet & Earl Kaufman work on the correction to the Rec. Mgmt. Bldg manuscript. I spent most of the time in the art dept. trimming down the pages photographed this morning to 8½ x 11 — Charlie Cheney & Ed worked on printing the illustrations for the Manual. Don & Earl left about 4:00. Mary

picked me up about 4:30 - she had taken Babs & Mary Lou up to Ruba to Sally's birthday party. Mother V, Mary & I went to the movies this evening - saw "Four Girls & a Jeep" in Binghamton. Stopped in the Rose for a soda after the show. Home about 10:30 - stopped by Russ Tuthill's & left my slide projector to be fixed - has cleaned & new reflector. Last Leaves Depot to-bed 11:30.

5/7/44 SUNDAY:

A very rainy day - was raining when I woke up at 7:00 & has rained all day. Got up at 8:00 - had some fun entertaining Babs & Mother V with some magic tricks - tried out a few new ones. Mother V & Mary were going to church but gave up the idea due to the rain. After dinner got dressed & about 3:30 we drove over to the IBM Farm, saw Bea, Minnie, Honey & Mr. & Mrs. Atkinson. Mr. Baxter stopped by & Ed went with him. About 5:00 we drove down town & stopped in to call on Cliff & Pauline Hovenaker. I haven't been there in over 2 years. Their little girl

Carol Ann was just a baby when I last saw her. Came home about 6:00 then a hard shove - had to dash from the garage into the house. I worked here in my study to-night - prepared a preface for Volume II of Pres. Mgrs. Mother & Mary listened to the Radio some of their favorite program. To-bed 11:30.

5/8/44 MONDAY:

Cleared off to-be a beautiful day - much cooler. Drove down to the office about 8:15. A very busy day at the school - Mr. Watson & his party arrived about 10:30 - there was a general assembly of all classes & Mr. Watson spoke to the group. Mr. Olson also introduced one of Mr. Watson's guest Dr. Henry Leach who spoke & Mr. Watson introduced Mrs. Leach who also spoke briefly. There was also some group singing as usual. Mr. Watson came in my office after the meeting with his guest to have a picture taken. Much excitement about the school for awhile. At 12:00 had lunch in the cafeteria with Roy Jarvis & Earl. Worked with Earl some this morning on preface & table of contents for Pres. Mgrs. Vol II. Called Siegfried this morning about having

Pers. Mgmt. Vol II. produced by National Bureau of Standards. Had two copies of the summaries for the Jr. C. of C Manual finished up by the Art Dept. to-day. Drove home at 5:15 – got dressed up in our formal clothes & at 6:30 Mary & I drove up to the Country Club to the graduation of the System Service Class. It was a swell party – Dr. Stoddard – Commissioner of Education N.Y.S. gave the Commencement address. Party was over about 11:30 – Dwayne grabbed me after the party & asked me to help take some of the guests up to the Homestead. Mary & I drove Dr. & Mrs. Stoddard up – met Walt & Mrs. Viles. They were up from Poughkeepsie. I introduced them to Mary & the Stoddards. Mr. & Mrs. Watson & their party arrived about 12.00. We all gathered in the dining room for a mid-night snack. Sat with the Viles & Mrs. Kirk. Had a nice chat with Walt. The party broke up about 1:15. Dwayne had me arrange to meet the Stoddards for breakfast to-morrow morning. Drove Eleo home & also Fannie's girl Jeanne – Clem left for N.Y.C. on late train. A big evening. To-bed 1:30

5/9/44 TUESDAY:

A cloudy day & cool. Got up about 7:00 — at 9:00 Mary & Mary Lou rode up to the Homestead with me to have breakfast with Dr. & Mrs. Stoddard. We saw the gals leave on the bus from Mt Hill Top about 8:30 for the train. Mr. & Mrs. Watson & their guest left on the 8:55 train for N.Y.C. this morning — also all of the hyson Service Girls. The Stoddards came down about 9:30 - Mr. Fick came in about the same time — he had taken Mr. & Mrs. Watson over to the train. He had breakfast with us — made quite a fuss over Mary Lou. Oh Yes we met two old Cronies Mrs. Moore & Mrs. Magill both old friends of Mr. Watson's from near Painted Post. Dr. Stoddard was expecting a call from Albany so we waited until 11:30. He finally got the call & he and Mrs. Stoddard left for Carbondale Penn. to visit their family. Dwayne had left his car so I drove it down to the office & Mary had the Buick for the day. It was 12:00 when I got in the office. Had lunch at the cafeteria. This afternoon I had Visual Aid Digest. got the finishing touches to two comic

of the dummy for the J.C.J.C Manual — Bruce had the whole gang working right up to the last minute at 5:00 a.m. Paul Manini & Bob Fowler met me at my Office at 6:15 — I drove them down to the Hotel Frederick — we had the first meeting of our Public Affair Forum this evening — I served as chairman of the meeting — there were eight of us who had dinner together & then discussed the subject of "The Presidential Election." It was a very active session & seemed to be enjoyed by all. Bill Huggins & Paul rode back to the Office with me about 9:30 — I showed them the J.C.J.C. Manual material I was taking to N.Y.C. with me to-night. Drove Paul & Bill home — they both wished me luck with the Manual. Mary & I took Alton car home — Mary drove our car over & brought me back. Mary got a letter from Betty to-day saying Dad's birthday party had to be postponed until 27th. Dot has a bridge party she must attend on the 21st — Of all things! Packed for N.Y. & Mary drove me over about 11:00 Had to wait until 11:45 for the Syracuse Car.

5/10/44 WEDNESDAY:

A dull morning but a bright day. Porter called at 7:15 - I was so tired last night I really got a good ~~night~~ sleep. Had breakfast at the Lafayette Restaurant & took ferry to 23rd. St. Then took a car to 33rd. St & checked my bag. Took a car on up to 590 Madison. Met Paul Dewell from Poughkeepsie at 9:30 in Chauncey's office. Chauncey wrote over the dummies of our Factory School Bulletin. He was in a big rush - just glanced them thru hurriedly. Left his office at 10:00 - he invited Paul & I to stay & eat it which we did. Went over a number of things with Paul. Called Arch Davis & learned that Nichol was out of town & would be until Friday. At 11:15 I went up to see Arch Davis. Showed him the finished dummies of the N.C.J.C. Manual & all the art work. He liked everything but the art sketches for the main illustrations in the book. Said he would have them done over by one of their artists. Arch sure was nice about the whole thing - called Roy Miller & arranged for him to go ahead with the work & he is going to try to arrange to see Mr. Nichol next

Monday. I had arranged a tour of W.H.Q. for Paul Dewell as it was his first visit. Met Paul about 12:00 & we went down to Mike Segal's Office - Went to lunch with Mike about 12:30 - sat with Miss Lund & Miss McLinden. Saw Alan in the cafeteria & also M/L. Dean with Miss D from Brazil. Also saw Miss Cotten - Paul left to catch a 2:00 o'clock train. I met Miss Allen in the Library & discussed some plans for our fall term at W.H.Q. Met Bev. Shelton & like him tremendously & enjoyed his talk to the managers at Endicott. About 2:00 I went up to see Ray Mills & showed him the material on the J.C.J.C. Manual. He is going ahead with having the Art Work done over. Called Mrs Dalton about 3:00 - he said he would be tied up all afternoon so I gave up getting with him - especially when he didn't recommend it. Left 590 about 3:15 & did some shopping - got some puzzles & a new trick - (the three cups & three balls). Also went to Macys. Had dinner at Oyster Bar - clams now. Saw three movies - a double feature at the first theater. Called Betty about 8:00

after getting out of the show and told her we would be down for Dad's birthday party on the 27th. Went to see Fred MacMurray in "Standing Room Only" it was very good. Took the tube over to Bolsden about 11:15 — Dwayne had already boarded the train about 10:30 & had left word to meet me at 7:30 in the morning in Binghamton. I turned in about 12:00.

5/11/44 THURSDAY:

A bright warm day. Porter called me at 7:00 — I didn't shave on the train — but I lost my collar ~~button~~ button & the porter & I had quite a job locating it. Dwayne was waiting for me when I got in the station. We took a cab out to C.C. Rd. Had breakfast with Mary & Mary Lou — Babs had gone to school. Cleaned up & drove down to the Office about 9:15. Had a very busy day — found a note on my desk to call Jimmy Johnston — Jimmy asked me to come over — he was preparing an answer to his letter from Nichol & wanted to ask me about sending an outline of our Managers ~~Meeting~~ Conference Program. At 10:00 I attended an opening of a Customer Engineer School. Arter, Walt Harris, Mr. Statham from Canada & Van

and I were the speakers. Boy I'm getting to hate them openings! I was called out to answer a long distance phone call — Seymour from Syracuse. Had a session with Bruce on the Jr. C. D. C. Manual — decided to have the rest of the art work done at N.Y.C. — send the rest of material to Art Davis this morning. Had lunch at the cafeteria about 12:30. After lunch I drove down to the tailor & left a pair of trousers to be fixed. Stopped over to Smith's & had air put in the tires. This afternoon Ray & I got the Factory School Summer Bulletin finished up. Went over it with Mr. Orton & then took it over to printing dept. Drove home at 5:45. Did some shopping on the way home. Bobbie has her first upper front tooth out & sure looks funny. I got quite a kick out of it — went to take some pictures before the tooth grows in. Read the papers & wrote a letter to Betty this evening. To bed 10:30.

5/12/44 FRIDAY:

A beautiful spring day. Got up at 7:00 — drove down to the office about 8:15. Had a busy morning. Ben Moses called & asked me to have lunch with him. ~~Ray & I took~~ Earl &

I worked on Prec. Mfac. Vol. II most all morning. Met Ben Moser down town at The N.C. Restaurant at 12:00. Ben & I discussed possible courses which he could help me with by obtaining teachers or prof. from Syracuse Univ. in the Fall Term. At 1:15 I met Walt Crotley at the school - took Walk over to Binghamton to Doyle paint shop where he is having his car painted. I had Mr. Doyle give me an estimate on painting mine. He will give it a good lacquer job for $85. I'm waiting to see Walt's & if I like it I'll probably have my truck painted. Stopped at West's & picked up the cover layout for the Factory School Bulletin - also stopped at Ross' for an 8 m.m. film. On the way back I stopped at the Buick place in Johnson City - got a price on a complete motor job - Eddie told me it would cost about $80.00. Got back to the Office about 3:00 - Mary called & said Mary Jo was very sick - had a high fever but she had no thermometer - so I left about 5:00 & drove down town - got some groceries & a thermometer. Had a little supper at home & then returned to the office. Earl, Don & I worked on Prec. Mfac. Vol. II this evening. I attacked or mounted

the backgrounds on the pages of Chapters II & III. Worked right in my Office - Bruce & Edna stopped by. Mary called about 9:30 & said Mary Lou had a temperature of 104° she had been trying to get a doctor but couldn't. Drove home about 10:00 - poor little Mary Lou looked pretty sick. Received the film (color movie) taken at Easter to-day. I projected it this evening - it looked very good. Read papers & To-bed 11:00.

5/13/44 SATURDAY:

A very warm stormy day. Got up at 7:00 - drove down to the Office at 8:00. Put in a very busy morning on applying the finishing touches to Prec. Mfgs. Vol. II. Had just about the whole dept. working on it as well as the Art Dept. I spent most of the morning with Cliff going over the illustrations & art work to make they were the right size & that reduction sizes were correct. Ray helped by pasting the backgrounds in Chap. IV. Had lunch in the cafeteria with Earl - ate with Doug Campbell - he & some of the boys in the Customs Eng. class from Poughkeepsie were

leaving right after lunch for Poughkeepsie. Ray, Don, Earl & I stayed this afternoon to work on Prec. Meas. Cliff Mitchell stopped back & worked with me for awhile on the illustrations. Boy it sure is a big job to pull this whole project into shape. Drove home about 3:30 - it was a very showery afternoon - had several showers this evening. At 6:30 I drove over to Weston & got Ellen who was stranded in the rain - she came to stay with the children. Mary & I went to the graduation banquet & the Effetie Speaking Classes at the Homestead to-night. Mr. & Mrs. Kirk were there & Dwayne came late he & Edna got held up in a dead beat coming back from Schenectady this afternoon. It was a nice party but a bit awkward in some respects. I felt a bit tense over the whole situation & as a result I made more or less a flop out of my talk - didn't say half of the things I had intended to say. Kirk, Alton & I served as judges - There were some darn good talks made. Got home about 11:20 - Looked at Life Magazine & to-bed 11:45.

5/14/44 SUNDAY:

A beautiful morning - bright but cool. Got up at 7:00 had breakfast & at 8:00 drove down to the office. I had called to have a guard at the school. Earl & Don showed up about 8:30 - we put in a busy 3 hrs. on the finishing touches to Prec. Year. Vol. II. Left the office about 11:15 - stopped at the florist on the way home & got some flowers for Mary on Mother Day. Mary kept Mary Lou in bed most all day - she wanted to be up & going however. After dinner I read the paper & then laid down for a nap. Got up about 3:30 - did some work here in my office. Took a couple of pictures of Babe with her tooth out - also helped Babe ride her bike on the road - took a couple of pictures of her. Mary helped me print some pictures this evening - I wanted some to give to Larry & Jack to-morrow. To-bed 11:00.

5/15/44 MONDAY:

A warm showery day. Got up at 7:00 & drove down to the office about 8:15. Had a very busy morning getting all the

finish touches to Pres. Mess. Vol II. Earl & I worked on the table of contents. Clem stopped in this morning with a letter Kirk had given him & which he had received from the Pres. of one of Dr. Reid's Effective Speaking classes. Kirk classes are planning to have their banquet at the Arlington & Kirk says it should be held at the Homestead. About 11:00 - Larry Seigfried, Jackman & Mr. Page arrived from Syracuse. Worked with Larry & Jackman on questions concerning Pres. Mess. Vol. II until noon. Ray, Bob, & Earl went with us to lunch at the cafeteria. After lunch we returned to my office & Ray & Bob joined us on Blueprint Reading. Mr. Page gave us a number of suggestions - he had proofed the first 6 chapters. About 2:30 Larry, Jackman & I started the last check of the 7 chapter of Pres. Mess. Vol. II. We went over every page & every illustration. Had the whole gang taking care of last minutes corrections. Boy it sure was a madhouse for awhile. I tried to call Arch Davis all day & finally got him about 4:00. Then he told me that he hadn't made any progress on seeing Mr. Fickel - frankly I don't think he has tried. I don't know

what is to occur about seeing either Mr. Watson or Mr. Nesbit. I suggested sending the material on to Zimmerman & Tack agreed that is what we should do. At both like IBM will never screen the manual. We worked until 6:15 getting all of the 7 chapters of Vol. II ready for printing. Boy that was a triumph to get that job finished up. Bob Sheridan took Mr. Page thru part of the plant. Larry, Jack & Page all left for Syracuse about 6:15 & took with them the complete manuscript & all the illustrations for Vol. II. Ray had the man from the Eff. Speaking class out & we discussed the whole situation with him about changing the meeting to the Homestead. Drove home about 6:30 — boy it sure has been a busy day. Mary & the girls waited dinner for me. Worked here in my study to-night — dated some pictures. Read the papers & to-bed 11:15.

5/16/44 TUESDAY:

Partly cloudy & cool to-day. Got up at 7:15 — Mary drove me down to the Office this morning — we stopped over to Ann's & left Mary Lou & then stopped over to Vaughn's in Union to get a couple of shirts. Got back

to the Office about 9:30. Earl & I spent some time this morning on the Preface & Table of Contents for Pres. Hist. Vol II. Had lunch at the cafeteria with Ray & Earl. Mary called this afternoon & said a wire had arrived from Doug Freeman concerning the War Conference of the U.S.C.C. First session is to be 10:00 AM Sat. Morning June 17th. Prepared a report to Mr. Acton on Pres. Hist. Vol. II this afternoon. Got a ride home with Clem at 5:00 Mary wanted to go to the movies to-night so after dinner she got Clem to come & we left about 6:45 for Binghamton. Saw a Technicolor movie it was very good. Stopped the puzzle store & also at "Little Jack Horner" fruit & vegetable stand on the way home. Got home 10:15 - read paper & went to - bed 11:15.

5/17/44 WEDNESDAY:

Bright & warm to-day - got up at 7:00 - after breakfast I packed my bag to be ready to leave for Poughkeepsie this afternoon. Drove down to the Office about 8:30. Went over to see Ed Maney in the Treas Dept. & got Ed lined up on our reservation for the trip

to Omaha in June. I'm so glad Mary has decided to go with me. We plan to stop in Chicago for a couple of days to call on Charlie & Louise Love. I also decided while talking with Ed that we would fly back to Washington from Omaha so I'm having Ed make reservation on the United Airlines. I called Mary & told her about it. Got a letter from Dick Davis this morning giving his decision on the Jr. C. of C. Manual - said IBM had already sponsored it to $1000.00 approx. in appreciation of my time, plus the art work typing etc. He suggested I send the material on to Linneman & have the U.S. Jr. C. of C. print it - which is OK by me. Paul Manion stopped in & I showed him the letter. Paul decided not to go to Omaha in June. Cliff Burris stopped over to preview some sound slide films on safety this morning. I tried to interest Cliff in going to Poughkeepsie with me this afternoon - Cliff told me Bill Sutherland is no longer with IBM & that he has to get another safety man at Poughkeepsie. I was sure Bill wouldn't last. Called Ray Miller at W.H.Q. this morning - he is sure the art work on Jr. C. of C. Manual will

be finished by Friday. Called Paul Dewell at Poughkepsie & told him I would be down for tomorrow. Had lunch at the cafeteria with Ray, Bob & Earl. After lunch I drove the car around to Smiths & got gassed up for the trip. Ray & Bob rode with me. Oh Yes! I took Earl Kaufman over to Dept. 94 & introduced him to Ralph Carrie - Ralph is going to help Earl on the material for Home Bookstaver on the application of the Tabulating Card." I got Earl all lined up to proceed with the project. This afternoon I prepared some notes for my talk to-morrow to the managers at Plant #4. Left at 3:30 for Poughkepsie - Walt Crotsley rode over to Binghamton with me to get his car at Doyle paint shop. I was anxious to see the paint job - it sure looked good. I'm convinced now that I want mine painted the same color. I took it easy driving on the way to Poughkepsie after all Doug Campbell had told me about he & the boys being stopped. Didn't drive much over 40 anywhere. Stopped in Liberty for dinner. Got in Poughkepsie just after dark about 9:00. Drove on out to Grand Ave. & stopped in on old Jane. Bill Campbell was there - the

home in all Town up - Bill is staying the plant all around. Stopped back to the Hotel & checked in - Called Paul & he wasn't home. Walked over to the drug store & when I got back Paul called from the lobby - he had been over to the dam rooms - had I known it I would have stopped up. Plan to meet Paul & have breakfast in the morning. Worked some on my notes for the talk to-morrow - To-bed -

5/18/44 THURSDAY:

Bright & cool - a beautiful day in Poughkeepsie - met Paul Dewell in the lobby of the Nelson House at 7:45. He had breakfast with me in the coffee shop - ate with Walter Nie & a Mr Thomas. After breakfast Paul drove me over to the printers where he is having the Summer Factory Head Bulletin printed. Also stopped around to see the rooms in the Dept. of Edu. Administration Bldg. The rooms are adequate but in need of some repair. Got down to the plant about 10:00. Paul & I discussed a number of problems in his Office & at 11:00 he drove me back up town - we met Frank Degillio from the plant who

in now on the board of education. He is interested in having IBM rent the room in the administration bldg. After looking the area over we stopped in the Supt's. Office saw Mr. Holden & discussed the matter with him. The same old issue is present again - namely what will the public think of IBM using a part of the public educational facilities. Still a bit dubious as to what the reaction will be. We stopped back to Paul's home - took a couple pictures of Paul & his home. Got back to the plant for lunch - ate at the town cafeteria with Bob Meier & Chief DuBois. About 2:00 Paul & I walked up to the upper plant - Boy what a beautiful day. Paul introduced me to Miss Lee the young lady who is going to teach the course in E.W.M Practice. Also stopped by to talk with Mr. Stopsky the blind boy who wants to be a salesman. He impressed me as being somewhat of a problem. Saw a lot of my old friends around the plant. Stopped in Walt's office & covered a few matters with him. Paul & I walked back to his office, saw a big black snake on the railroad siding. They have landscaped the upper plant since I was down be-

fore - I hardly recognized the place. Paul had invited me to attend the dinner at his church to-night - he tried all day to get me a ticket but couldn't get one. At 4:45 we had our General Managers Meeting in the conference room in the home bldg. Bill Main conducted the meeting - both he & Walter Niles had some matters to present to the managers. Bill presented me & I talked about 20 minutes on the story of the development of our Factory School Lemon Material - giving them some of the detail on the distribution of our text material, especially that of Prac. Mgmt. - Passed out the copies of Volume I to all the managers. I felt the meeting was a success - Bill Main put in a good plug for the work of our Dept. of Educ. Paul drove me up town about 6:00 - had dinner at the Nelson House - got a hair cut after dinner. Then at 7:30 I went across the street to the class rooms - sat in on Walt Mateer's class in Engineering Mechanics - Walt was substituting for Geo. Hebbard. Also sat in on Lee Rutledge's Effective Speaking class. I was disappointed in it - only seven people there - Lee did most of the talking and only three of the class spoke. I spoke to the class

& gave them a bit of encouragement. After class Frank Borchel showed me a few of his tricks - he is really quite clever. I added a couple more tricks to my collection. Am - changing the yoke on a dice. Willem & I went to the drug store for a soda - came back to my room about 10:00. Wrote these notes & got packed to leave early tomorrow TO-bed 11:15.

5/19/44 FRIDAY:

Got up at 6:00 - hurried around and drove down to the station in time to catch the 6:37 train out of Poughkeepsie for N.Y.C. Got in Grand Central about 8:30 - had some breakfast & then took a bus up to 590 MADISON about 9:00. It was too early - no one there yet. Saw Roy Miller when he came in - he showed me the new art work for the illustration in the Jay Cee Manual - boy what an improvement over the one Bob Lake drew & painted. Stopped down to see Leo Calero about diplomas for classes at W.H.O. Left Office about 9:30 - took a bus down to little puzzle store & then took a trolley across town to East side. Walked up to Polygraphic Co & got there just as Siegfried & Jackson were piling out of a cab with all the manuscript & illus-

trations for Proc. Mgrs. Vol. II. It was funny - they looked like a couple of gangsters. I helped them into Polygraphic with all the material. We went over the whole situation with Mr. Werbelo & I stayed only to see what he thought of the condition of the material. I was pleased to hear him say it was the cleanest job he had ever seen. I called W. H. Q. to get a copy of Vol I - finally got one from Mr. Washington. I returned to W. H. Q. about 11:00 - Ray Miller had received the rest of art work - went over the whole job of the J. C. J. C. Manual with him. He is having all of the material sent air mail to Chicago to-day. It sure looked good - Ray said Mr. Davis was busy so I didn't bother him again. Mr. Mahoney showed me the layout on a book he is working on - asked me some questions on our training program. I learned Dwayne was at 590 & finally located him with Mary Schultz. He wanted to ride back with me but couldn't make it as he had to stay all afternoon. Told me Bruce Buckler & Ken Space were in the Alley. I called Bruce but he & Ken had to stay all P.M. so I couldn't interest them in a ride back. Bruce told me Elva was leaving for Ill. To-night so I told him I would see her off.

Left 590 about 12:15 - took a bus down to Grand Central - found I couldn't get a train to Poughkeepsie until 2:00. Had lunch at the Oyster Bar & then went over to the Magic store at 52nd St. & Broadway. Got the "penny & dime" trick also the 3 shells & a pea. Sat next to a girl (19) on the train had an interesting conversation. Got into Poughkeepsie at 3:45. Drove over to the frozen food lockers that Paul told me about & got some cartons. Called Paul & talked some business with him & then left about 4:30 for home. It was a beautiful bright afternoon. Stopped in Liberty for dinner at about 6:30. Had fairly good time coming up - got home about 9:00. About 10:00 Mary & I drove down town to see Mrs. Budden - they have just moved into the home they bought on Riverview Drive. Edna came home & we looked around for one we have been trying to locate here. We stopped at the Harris' but Walt hadn't seen her - then we drove over to the Erie station to check her reservation but couldn't find any. We stopped back at the home about 4 times finally gave up & came home about 11:15. To-Bed 11:45.

5/20/44 SATURDAY:

Cloudy & dull this morning but turned out to be a beautiful day. Got up at 7:00 - while at the breakfast table Dwayne stopped in for his car - Mary had left it in the garage Yesterday. Dwayne was just getting in from N.Y. He had forgotten to leave the contracts for Pers. Mgmt. Vol. II with Dr. Tolley. so he left them with me to take to Syracuse. Dwayne assured me that Mr. Watson wouldn't be here today & that it was O.K. to go to Syracuse. I drove down to the Office about 8:15. Looked over my mail & got out a few letters. Called Cliff, Charlie & Earl to the Office & told them what I will go for Mr. Weirdo in Polygraphic thought we had done on Pers. Mgmt. Vol. II. He said it was the cleanest job he had ever seen. About 9:30 Mr. Sime of Wright Aeronautical Corp. stopped in & I had to spend the rest of the morning showing him around the bldg. & telling him about our training program. Called Earl Mgmnt to get someone to go to Syracuse but had no luck. Called Mary & had her arrange to go with me. Earl told me there was

not one from our Endicott organization attending the N.Y. State War Conference of the Jr. C. of C. so I thought that was another reason for my attending. Drove home about 11:30 – had a bite to eat & Mary & I left about 12:00 for Syracuse. Barbara looked pretty sick so we had Rose keep her in to-day. It was a beautiful day & a beautiful drive to Syracuse. Got at the Hotel Syracuse at 2:00 in time for the afternoon session. When I registered I found that our Endicott Jr. C. of C. was one of the 4 organizations in the state who had not paid the annual dues to the N.Y. State Jr. C. of C. I was surprised to learn that – the Binghamton group knew of it & kidded me about it of course – I didn't care except I didn't like the reputation it gave our Endicott Organization. Saw Joe Wachicek – Joe was all keen on to me & said he had heard some fine things about me in Chicago & that he had seen the dummie of the manual. Saw Mike Sopa, Roy Jarvis & some of the gang from Binghamton. They had a good program for the afternoon – enjoyed the talks – Mike spoke on Physically Handicapped. Had a recess about 4:00 – some of the Rochester group – Roy Hefner & some of his gals approached me on running

for a State Director of the J.C.J.C. I didn't give them any encouragement. The Berg boys kept reminding me that I owed them $1.00 Hate that was paid. I still can't see why Pat didn't send the dues up with me if he hadn't paid them before. I left the meeting about 5:00 & drove up to Long Prairie home to leave the contract for Rec. Mgr. Vol. II. Mary spent the afternoon with the girl who had come with the boys to the Conference. Lang wasn't home so I left the contract with the boy who roomed at his home from the Univ. When I got back to the Hotel I stopped in Ray's room & changed my shirt. Mary called & I learned she was with Bert Van Horn & his wife in their room. I went down & met her - she called Josie who was staying with the children to-night to find out how Barbara was. Went to the dinner meeting at 7:30 - it was 8:00 before they got under way. I was surprised to see Bowen Smith from the Univ. of Minn. He is president of the Chamber of Commerce. He introduced him to Mary, Ray & myself. Mary & I sat at the table with Bert & his wife and 2 other couples from Rochester. Bert is a

candidate for State President next year. I had some fun showing the boys a couple of tricks. We had a real chicken dinner & the boys had a good program arranged. Mary & I left at 10:00 so we had to miss the main speech. Stopped in Cortland on the way home - Mary drove from there on home - got here about 12:20. To bed 12:45.

5/21/44 SUNDAY:

Partly cloudy & warm to-day. Got up at 7:30 - did some work here in my study. After breakfast Mary called Dr. Morse - there was no question about what Barbara had - she was broken out this morning with the measles. Mary Lou & I picked stones off the garden this morning - the man had come & plowed it while I was away and also dragged & harrowed it. I raked off part of it. Also washed my car this morning - cleaned the wheels good & then painted the white side walls on the coat. Dr. Morse came about 12:00 - sure enough Barbara has the old fashion measles. Had lunch late - Robert DeVault stopped over & played with Mary Lou all afternoon. About 4:00 I cleaned up & drove down town - took Robert & Mary Lou with me. Stopped at Paul

Phoenix & told him about the State Dues to the Jr. C of C. having not been paid. Paul said the check had been made out & that Lyle Gibson had sent it in. Also stopped on to see Bruce Buckler but he wasn't home. Got a shoe shine & some ice cream. It was very warm & showery this afternoon. I took some pictures of Mary Lou & Robert. Dr. Morse stopped back this evening and gave Barbara the serum to modify the measles attack. I wrote a letter to Johnie this evening in answer to the one I just received from him. Worked here in my office all evening. Dwayne called and told me he was working on the Preface of Volume II. I called Ray Jarvis & got a report on the State Jr. C. of C. Convention. Bert Van Horn of Rochester was elected State President for next year. Joe Vasicek was elected State Director again. My name didn't come up for State Director - I shall never know, I suppose, whether this was as a result of the Dues not being paid. Am sorry now I didn't call Paul Manini from Smyrna on Saturday. To-bed 11.15.

5/22/44 MONDAY:

A very warm rainy day. Up at 7:30 & drove down to the Office about 8:30. Had a lot of correspondence to catch up with this morning. Mrs Bruce Burdick & learned Edna had left for the West Fri. afternoon so that was why Mary & I couldn't find her Fri. night. Had lunch at the cafeteria with Ray. Called Lee Lewis this afternoon & let him know I was still interested in our bird project. It rained several times this afternoon - there was a lot of excitement about the school - getting ready for the visitation of the Official Delegation to the U.S.A. from Latin-American Countries. They arrived at the plant about 4:00 & after a short tour they gathered in Room 202 in the school where we had prepared a small display of some of our equipment. Mr. Kirk introduced Mr. Acton who gave them a story of our activities of the Dept. of Edu. Madame from Brazil spoke and also W. W. McDowell. There were about 30 in the group. Mr. Watson couldn't get here to take part in the activities - Mr. Stevens was up from N.Y.C. Drove home about 5:30. At 6:30 Mary & I drove down to Endwell for some groceries - stopped by

for Mac Almon & he rode out to the 384 C.C. with us to attend the TRIPLE CITIES TRIBUTE DINNER for the Latin-American visitors. It was a nice party - we late getting started, Mrs. Kirk was toast master. I drove Mary home about 9:15 & then went back for the rest of the party. Mary didn't want to be away from Barbara too long. The party was over about 11:00, Drove Mac home & arrived home about 11:15. To-bed 11:30.

5/23/44 TUESDAY:

A warm showery day. Got up about 7:00 - drove down to the plant about 8:30 - took the car over to the Union Garage & had the grease changed in the transmission & differential. Ben Moser stopped in this morning with Mr. from Syracuse - Ray & I discussed courses for our Fall Term of Factory Schools with them. Believe a course in Human Relations for our Managers would be advisable. Had a short session with Dwayne this morning - told him of my plans for the Omaha trip. He thought I was foolish in flying back from Omaha.

I indicated the company wouldn't approve of it. I called Ed Maney to cancel the air passage & he thought I was foolish to do it - so I saw Dwayne this afternoon again & he said it was O.K. by him & as long as there is not priority asked for there is nothing wrong in going by air. Had lunch at the cafeteria. After lunch I had my car brought over from the garage - drove over to Vaughns to see about the tires I had left there. Stopped out to the home - had planned to take the lawn mower over to Berg's to be sharpened but decided it didn't need it. Barbara looks much better to-day - but still covered with measles. I took a picture of Mary Lou playing & Babe in her bed to finish up the film in my camera. Took the film back to the school to be developed. Paul called this afternoon to tell me he had a T.L.T. session arranged for Friday afternoon - I plan to drive down. Drove home about 6:00 - Got my sound system (turn table & speaker) ready to take with me this weekend. Also spliced some movie film this evening. To-bed 11:30.

5/24/44 WEDNESDAY:

A very damp rainy day. Got up about 7:15 - drove over to Clemmons & got a bed pan for Barbara to use. Barbara is better but the doctor don't want her to get out of bed. Drove down to the office about 8:30. Spent most of the time to-day working on the report to Mr. Kerr on the Passenger Manual. Had lunch at the cafeteria this noon. This afternoon I had Rev. Hedley over from the Printing Shop to investigate having the material for the Manual type set. We'd like to make a really good looking job. They took movies in the school bldg. to-day. Roy & I were in the one they took in our new Library. About 4:30 I stopped down to Hawkins Drug Store & got some medicine for Barbara Also got some groceries & drove home with them. Mary had me get some more groceries on my way back to the Office. Also stopped at Hinkley's for some photographic material. At 6:15 I drove down to Hotel Fredrick to Lion meeting - we heard a talk by Joseph Bromley who is an old Railroad

Man in Binghamton who write the book - "Clear the Tracks". He was very interesting. I stopped back to the Office about 8:15 - tried projecting some snap shots in the babyption - it worked OK. I'd like to take it to Dads party in N. J. this weekend to show some old time shots. Drove home about 8:30. Mary had gone to a Women's meeting in Binghamton. I sat up my equipment & printed some pictures to-night. Mary got home about 11:30. To-bed 12:00.

5/25/44 THURSDAY:

Cool & rainy to-day. Got up about 7:00. Lannie called this morning - I stopped over & got Clem at 8:30. He rode down to the Office with me. I left the car at Smith's Garage - Clem & I walked over to the school from there. At 9:00 I attended the class opening for a group of 10 Mexicans. They couldn't speak English so Mr. Rose who is conducting the class interpreted our remarks. It was a rather unique session & I quite enjoyed it. Went over to see Bill Lewis this morning - got his approval to go ahead & draw up our Manager's Manual. Bill also approved going ahead with the follow-up sessions of the Managers conference. Bert he turned me down on my

suggestion be a change in the Job Specifications. Clean-up program where by the Manager keeps a record to make an estimate of the savings resulting from his improvement. Were out to lunch this noon with Mr. Weinbrodt of the Ind. Haven Co. Ray went with us. We stopped back to my office & discussed training. Mr. Weinbrodt is a photographer besides being Superintendent of one of Ind. Harvester Plants. We told Ray, Mr. & I a bit of his trouble with Labor unions in their plants. But Ind. Thankful IBM has no Labor Union. Borrowed the Calculation & 2x2 slide projector this afternoon from the Visual Aids Dept. to take to N.Y. with me. Went down town & did some shopping about 3:00. Paul Davell called from Brightpoint this afternoon. Came home about 5:30 - Ellen, Pearl & young Bob Austin rode home with me. Had a busy evening getting things laid up to leave for N.Y. in the morning. Am taking a bit of my photographic equipment with me. Mary drove over to Johnson City & got Mrs. Potter about 8:30. She is staying with the children. Barbara in getting over the Measles. I loaded some of the clay in the car to-night. To-Bed 10:30.

5/26/44 FRIDAY:

Got up at 5:15 - hurried around - helped Mary with some breakfast, finished packing the car & left at 6:30 for Poughkeepsie. We didn't wake Mrs. Potter & the children even though we wanted to say good-by to Barbara & Mary Lou. Stopped in Binghamton & got Marian Jaivs & was on our way before 7:00. It was a rainy, foggy morning but not bad driving - made fairly good time - got in Middletown about 10:30. Left Marian at her folks home & left right away for Poughkeepsie. It rained a little but not enough to make it bad driving. Got in Poughkeepsie about 11:30 stopped around to Paul Denell's home. Introduced Mary to Mrs. Denell. Called Paul at the plant. Mrs. Denell told us the Salpers lived near the store so Mary & I dashed over to see Bee a few minutes. She was sure surprised to see us. Drove on down to the plant & met Paul at his office about 12:00. Mary took the car & went back to Poughkeepsie for the afternoon. Had lunch with Paul - at 1:00 he had his session in Job instruction training for a group of 8 managers. I sat in on the session - Paul did a very good job with it - I spoke to the group for a few minutes at the end of the session. I knew Cliff Bemis was at the plant so I called him this

afternoon – he & his new safety Man at Plant #4 stopped down about 3:30. The new safety Director is John Breen I couldn't place him until I saw him again – he used to work nights in the Bruden Dept. Cliff is having him up to do some safety training so I offered the help of our training dept. Went over some problems with Paul – I asked Paul how he liked his job now that he has gotten into it & he said he liked it very much. He's really doing a good job. Mary met me at 4:30 & Paul walked out to the car with me. I left some pictures of Paul I had taken. Mary & I left about 4:45 for New Jersey. Mary had a big afternoon in Poughkeepsie – shopping & visiting – saw Mrs. Hem, Mrs. Kloden & Mrs. Mair. I stopped several places on the way home to get WHITE SIDEWALL paint but couldn't get any. Stopped in Morristown at the "Old Mill Inn Town House" for dinner about 7:30. Boy, were we hungry. Stopped in at Dads about 9:00. Betty was always working on things for the party tomorrow. Drove on up to Mother V's about 9:30. Frances Eleanor was expecting Jack home for the weekend. Stayed Mother & Eleanor some time – To-bed 10:45.

5/27/44 SATURDAY:

Cloudy & showery to-day. Got up about 8:00. Mary slept late - had breakfast alone. About 9:00 I drove down to Dads & unloaded all my camera equipment, projector etc on the walk. Had Betty take a picture of me with it. Betty Dad & I had a little discussion as to where we would show the movies to-night. I told Betty the projector was too small - Dad mentioned the hay loft which is now empty - we then went up & took a look at it, I decided it was too dirty. Dad finally mentioned the Wagon House & after looking at it I agreed it would work O.K. Took a ride up to the field with Dad - Pearl was plowing corn & Morgan plowing sod with the tractor. Took some pictures. Dad drove up to Lebanon - while he was gone I trimmed some hedge - Fred Bash worked on the lawn. A fine blow out on a big truck & the man stopped in to call Pittsburgh. I stayed with Dad & Betty for lunch - Betty was very busy getting all ready for the party. Dad had the men clean up the wagonhouse for me after lunch. I took some of the things & set them up for the show. About 2:15 I drove up to Clinton for Betty & got the birthday cake & some things. Stopped in - got Mary & Mother, took them up to Clinton

Point Yates. Took the cake down to Betty - she & Minnie were making fancy sandwiches for the party. Dad had gotten the chairs from Barbara, he helped me some & we set up the little theater in the Wagonhouse. Tested the sound equipment. Mr. Hummel came over this afternoon - he stopped in to see the set-up. It was a very warm showery afternoon. At 4:30 I drove up to Clinton Point & got Mary & Mother. When we got home Jack Hatten had arrived home. It was the first I had seen Jack since he went into the navy. Had some fun showing Jack some tricks. Mother had a swell chicken dinner for us - I enjoyed talking with Jack. About 8:00 Mary & I drove down to Dixie - Les & Mable and Harvey had arrived. The whole gang was there by 8:30. I had some fun showing them some of my magic tricks - they were over swell. About 9:10 we all went up to the little theater in the wagon house - Evelyne was quite surprised to see the set-up. Everything worked well. Ray helped me some with the projector. I put on about a 2 hour show - the gang seemed to enjoy it too. Ray

also helped me take a picture of the group. We blew a fuse which disrupted things a bit. Betty had the refreshments all set by 11:00 so we all retired to the home. Boy what swell refreshments. I took some movies of the gang as they partook of the goodies. Boy what a hot night! - my shirt was soaked before the evening was half over. Ended up the evening by showing some old time movie shots on the screen by using the Kalophicon. They are more a hit - good many laughs from the gang. It was 1:30 when we finished up, and it sure had been a swell evening. Took us another half hour to say the good-byes so it was 2:00 by time the party broke-up. Betty sure put on a swell party for Dads' birthday. Boy was I tired when I hit the bed about 2:15 at Mother V's.

5/28/44 SUNDAY:

A beautiful bright day. Eleanor woke me up about 6:30 so we could see she & Jack off for Suffolk Va. Had a bite of breakfast & then took some movies of Jack loading their Chevy Coupe for the trip. Boy he sure

packed it full. Took some movies of them leaving. After Jack & Eleanor left Mary & I walked over to Jack & Winnie — Mr. & Mrs. Atherton were there. I took a couple pictures of Chris the dog. We also walked over to see Mrs. Ramsey. It was a beautiful morning. About 10:00 — I drove down to Dads — Oh Yes I washed the car this morning. About 10:30 Dad & I drove over to the Whitney Farm. Saw Mrs — I took some movies of the little pigs. We also saw Calla & Joe Whitney. Then back to Dads about 12:00 — loaded up my equipment which was in the wagonhouse. Had lunch with Dad & Betty. Dad & Betty are very much pleased with the party. Drove up to Mother Us at 1:00 — Kay & her children were there for lunch. I finished loading the car & Mary and I left for Endicott at 1:30. It was a beautiful afternoon. Mary drove from Scranton on home — Bet I was tired! Got home about 6:15 & found Mrs. Potter & the children all doing fine. Barbara is ready on with the meals. Do. Mary got for the mail today although she doesn't seem to be getting them. I drove Mrs. Potter

home - May Ken rode along. Stock out the ashes & garbage this morning. Unloaded the car & put things away. Read the newspaper & Life Magazine. To-bed 10.00